



EVALUATION

Impact Assessment

Qantara for Human Resource Development

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IMPACT ASSESSMENT QANTARA FOR HUMAN RESOURCE DEVELOPMENT

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

CIS	Civic Initiatives Support Program
CSO	Civil Society Organization
FGD	Focus Group Discussion
ICAT	Institutional Capacity Assessment Tool
KII	Key Informant Interviews
MKMF	My Knowledge My Future
MOPIC	Ministry of Planning and International Cooperation
RE	Renewable Energy Project
SEF	Societies Empowerment Fund
USAID	U.S. Agency for International Development
YMC	Youth Municipal Council Project

EXECUTIVE SUMMARY

This report represents the findings from the independent evaluation of Qantara for Human Resource Development (Qantara). Qantara is a beneficiary of the Societies Empowerment Fund (SEF) under the USAID Civic Initiatives Support Program (CIS). The evaluation aims to provide CIS and Qantara with overall feedback on Qantara's performance vis-a-vis stated goals, as well as feed the Qantara's strategic planning process, capturing perceptions, intents and outcomes of Qantara's activities among key stakeholders, including USAID CIS, Qantara staff, partners, beneficiaries, community members, municipalities, and partnering renewable energy companies. It also aimed to capture the effectiveness of Qantara's interventions and mechanisms, operations and partners in achieving stated objectives, as well as the sustainability of interventions and institutions supported by Qantara. Building on that analysis, the evaluation's findings and conclusions aimed to inform learning for USAID CIS Phase II strategic planning, with practical and actionable recommendations. Key findings, conclusions and recommendations are summarized as follows:

RELEVANCE

The Youth Municipal Councils, My Knowledge My Future, and Renewable Energy Programs are directly linked to Qantara's overall organizational mission and vision, results hierarchy and theory of change. The programs are clearly designed to build interpersonal and employability skills, gain a better understanding of democratic processes, fitting the organization's overall mission and goal of shaping the capacities of the younger generation to engage more in their local communities politically, socially, and economically. Nevertheless, achieving employability outcomes are not as clear in the theory of change and could benefit from strengthening of causal pathways and logic flows as well as employment- oriented programming such as job placement or job matching. While Qantara was responsive to community needs throughout the execution of all programs, Qantara did not officially engage stakeholders in the design phase. Qantara considered gender constraints in design, primarily focusing on ensuring young women's participation in the three programs through various measures. Despite these efforts, an equitable gender balance was not achieved across all programs, giving rise to a need to constructively address gender-related stereotypes in employment and voice.

EFFECTIVENESS

Programming: YMC very effectively instituted and activated Youth Municipal Councils as planned, which resulted in increased youth engagement with local governance and increased youth political awareness, attitudes and participation. Qantara's approach to engagement with local government effectively changed perceptions on engaging with local government, and engendered a better understanding of processes and municipal governance, to the extent of achieving local government buy-in to use and depend on YMCs for information. While Qantara was effective in achieving planned training and learning targets for the RE program, the RE program was only somewhat effective in securing jobs for RE trainees, and then only for males. Lack of documentation on Qantara's MKMF program hindered the ability to generate valid conclusions.

Structure: Although Qantara's operational structure effectively supports the implementation of programming and the realization of its goals and objectives at its current level of programming, there is a need to ensure the sustainability and/or institutionalization of its current approaches, as well as increased capacity for growth. For continued growth there is a need to consider expansion and diversification of partnerships that can both support the technical and financial capacity of the organization to fulfill its mission. While M&E training and oversight provided by USAID CIS has helped

Qantara quantify some results, project outputs and outcomes are not systematically quantified and recorded, leading to structural gaps hindering the organization's ability to capture change.

Approaches: As a structural approach to achieving objectives, training, the primary vehicle for outreach, capacity building and employability for Qantara, is an effective tool and approach to building youth capacity, with the most noted impact within the YMC program, but is only partially effective in achieving employment objectives and needs to be better bolstered by job placement, job matching and gender mainstreaming.

Gender: While the prevailing conservative culture in Ma'an remains the biggest challenge to female participation in Ma'an, Qantara has been proactively attempting to enhance female participation in their activities, using approaches to counter gender constraints, which were most effective in the YMC program, where Qantara came close to achieving gender equity in participation. While civic engagement programming touches upon building gender agency, voice and structure, Qantara focuses mainly on achieving gender equity in participation, reflecting a need to better mainstream and deepen gender in design of programs.

SUSTAINABILITY

On an individual level, capacity building offered by Qantara in equipping youth with foundational skills empowered youth to continue to make use of skills such as decision-making, life skills, increased self-confidence and encouraged their pro-active engagement with local communities. As a result of programming, and with special reference to YMC, youth views are more respected and heard by the municipality in guiding change and raising community needs, resulting in a sustained change in perceptions. While sustainability of programming is funding dependent, the YMC model has generated significant interest and buy-in by municipalities and Ministry of Municipal Affairs, and the model has potential for replicability. Simultaneously, sustainability of interventions in RE will depend on the demand for labor and partnerships with renewable energy companies.

MONITORING & EVALUATION

Qantara did not have a theory of change or overarching organizational M&E framework that captures and reports on performance and change. M&E data, if available, is project-based and donor-driven, and capacity for M&E needs to be augmented. While Qantara is effecting change in their target communities, that change is not being captured, leading to a lost opportunity to showcase learning impact which can then be used for program development.

RECOMMENDATIONS:

RELEVANCE

- Qantara's theory of change and could benefit from strengthening of causal pathways and logic flows, especially with respect to employability, as well as targeted outcomes and measures in each domain in order to better showcase performance of its mission.
- As the YMC program is the clear flagship of Qantara, it is recommended that Qantara work on expanding and deepening the successes of the program in order to advance its mission and organizational growth. Further, it is recommended that Qantara capitalize on this success and buy-in by youth, community and local government to attempt to institutionalize youth municipal councils with the Ministry of Municipal Affairs. This should begin with documenting an evidence-based best practice model (inclusive of measuring behavior/perception change over time) for replication and adoption, and should be complemented by capitalizing on the high-profile visibility the YMC currently enjoys for its promotion.

- While My Knowledge My Future links to Qantara's overall objective of youth economic empowerment, Qantara could benefit from reviving the training program to include topics in advocacy and English, and using the platform to generate a volunteer base in order to advance its mission. It is critical that Qantara document and track its beneficiary base. Follow up with beneficiaries is also recommended to update beneficiaries on development at Qantara, and also create a database of youth from which to recruit for other programming. If Qantara is able to document and track its beneficiary base, Qantara could create a core group of peer educators and mentors.
- If Qantara wishes to continue to address employability objectives as part of its overall mission of engaging youth economically, it is recommended that Qantara review its delivery of the RE program to strengthen its link to employability outcomes, and better manage expectations of participants. Specifically Qantara should secure MOUs with partnering RE firms and clearly indicate to trainees what employment prospects are.
- As inclusion is a key value to Qantara's mission, it is recommended that Qantara integrate cross cutting issues, including gender, in their strategy that can address equitable participation as well as agency, voice and structure in their programming. Qantara could also consider highlighting gender in its mission. While there are significant challenges to countering gender constraints, Qantara should continue to proactively enhance female participation, using approaches to counter gender constraints to achieve gender equity in participation. It is further recommended that Qantara not only focuses on gender equity in participation but explores how to build gender agency, voice and structure in its ongoing programming.
- In designing new programming, it is recommended that Qantara systematically integrate stakeholder consultation into design.

EFFECTIVENESS

- In order to improve the effectiveness of MKMF in particular, and for the organization as a whole, it is strongly recommended that Qantara systematically document attendance, training evaluation, outcomes, and feedback from beneficiaries and partners. It is also recommended that Qantara revise training curriculum to ensure that training is relevant and in demand, and explore possibilities of expansion to other universities or youth organizations.
- In order to improve RE program outcomes, Qantara should focus more significantly on the employment outcomes as well as gender differentials to better achieve its intended aims of employment. Specifically, Qantara should ensure programming focuses more on job placement and matching, and aim to counter gender stereotypes in future programming. It is also recommended that Qantara better manage expectations of trainees at program outset, secure RE company commitments through MOUs in order to improve organizational realization of objectives. To better address gender stereotypes, Qantara should seek female role models in the renewable energy sector. Contacts at EDAMA may be of use.
- In order to ensure the sustainability and/or institutionalization of its organizational structure of tapping into its volunteer base and pool of technical trainers, Qantara should finalize and systematically use volunteer database currently under development, and ensure training curriculum ownership and continuity.
- As Qantara's current staffing does not meet the growing requirements needed to fully achieve their stated mission, it is recommended that Qantara both build staff capacity and if possible recruit staff in accordance with assessed and identified needs. Given the dependence on Qantara's co-founders, it is also recommended that Qantara both build additional leadership capacity and consider succession planning to support institutional growth. The ICAT provides a base for recruitment needs. Recruitment of additional staff could be through creative mechanisms for short-term employment, or pro-bono work in order to reduce costs. Simultaneously Qantara should invest in capacity building of staff in strategic planning and program development, English language skills for donor reporting, gender mainstreaming and

M&E in order to further their growth and achievement of their mission. In addition Qantara should consider applying pro-gender criteria and practices present in the UN Gender Seal to institutionally embody its commitment to inclusion.

- Qantara should explore options to expand and diversify partnerships that can both support the technical capacity of the organization to fulfill its mission, as well as support the organization's financial sustainability. Creation of a highly technical and/or high-profile board could also enhance strategic capacity to support their functions.

SUSTAINABILITY

- Qantara should capitalize on skills built and knowledge gained and sustained by its beneficiary pool to create a “graduate” resource pool of active youth to take on new programming, advertise Qantara training on campus and in the community, and so on. Linking them through a social media portal could further empower them to become change agents in their respective communities and generate mutual support.
- In order to sustain the growth of employability programming in the renewables sector, it is recommended that Qantara assess demand for entry level labor and RE partnerships for employment to better assess likelihood of sustainability of RE programming. As there is demonstrated willingness to pay for programming linked to employment, Qantara could seek to further its employability programming for increased revenue generation, supporting financial sustainability.
- MKMF training should be revised to reflect demand for training courses and gaps in provision. Specifically, Qantara should capitalize on the opportunity to offer English language courses in tandem with life skills, advocacy and communication courses in Ma'an and its vicinity. In order to improve sustainability of MKMF, Qantara could also consider charging a fee and/or making use of pro bono training services. Partnership with the university is beneficial, but Qantara needs to ensure its courses do not conflict with university offerings.

MONITORING AND EVALUATION

- In order to support organizational growth and sustainability, it is strongly recommended that Qantara augment its M&E capacity. This should include the institutionalization of a Qantara-wide theory of change aligned with its mission and programming, M&E framework and indicators that span its projects, and systematic data collection (inclusive of baseline, midline and endline) over time to support measurement of outcomes and change. Qantara should also invest in the organizational capacity to conduct M&E activities and showcasing learning. It is strongly recommended that Qantara find ways in which to capture the change that they are effecting change in their target communities, and capitalize on opportunities to showcase impact which can then be used for program development. This increased capacity – whether in house or intermittently outsourced - should be used to support continued organizational growth, continued donor funding and sustainability.

EVALUATION PURPOSE, QUESTIONS & METHODOLOGY

This report represents the findings from the evaluation of Qantara for Human Resource Development (Qantara). Qantara is a beneficiary of the Societies Empowerment Fund (SEF) under the USAID Civic Initiatives Support Program (CIS). USAID CIS-SEF required an independent, external evaluation of Qantara, in order to assess the extent to which their programs (implemented prior to 2015) align with the organization's mission and objectives, address the target communities' needs and measure outcomes of these program.

The evaluation aims to provide CIS and Qantara with overall feedback on Qantara's performance vis-a-vis stated goals, as well as feed the Qantara's strategic planning process. The evaluation captured perceptions, intents and outcomes of Qantara's activities among key stakeholders, including USAID CIS, Qantara staff, partnering Civil Society Organizations (CSOs), beneficiaries, community members, municipalities, and partnering renewable energy companies. It also aimed to capture the effectiveness of Qantara's interventions and mechanisms, operations and partners in achieving stated objectives, as well as the sustainability of interventions and institutions supported by Qantara. Building on that analysis, the evaluation's findings and conclusions aimed to inform learning for USAID CIS Phase II planning and Qantara strategic planning, with practical and actionable recommendations.

The purpose of this evaluation, is to assess how relevant the program design was to stated objectives and goals, how effective the project(s) were in meeting their objectives of:

- Empowering youth to engage in their communities through various initiatives;
- Developing capacity of youth to productively engage in their communities;
- Promoting the concept of volunteerism among youth;
- Contributing to youth knowledge of and employment in renewable energy;
- Promoting youth participation in local decision-making and advocacy.

In addition to the above, Qantara's effectiveness in achieving its mission of building youth capacity to engage politically, socially and economically. Specifically, within this evaluation, it aimed to assess the extent to which Qantara's strategic programs; namely, Youth Municipal Council, Renewable Energy, and My Knowledge My Future, align with Qantara's mission and objectives, address youth's needs and measure outcomes, in line with Qantara's defined goals.

The evaluation also aimed to capture outcomes and impact of Qantara's activities among key stakeholders, including; youth, CSOs, local government and community members, where the Qantara programs to be evaluated are implemented. It also aimed to capture the effectiveness of Qantara's interventions and mechanisms, operations and partners in achieving stated objectives, as well as the relevance and sustainability of interventions. In order to maximize the use and learning of the assessment, INTEGRATED worked closely with Qantara throughout the assessment process, ensuring the evaluation design and questions are of relevance and use to the organization, sharing findings and conclusions to feed lessons learned, and working with Qantara to develop practical and actionable recommendations.

Evaluation Questions

Relevance	
1.	To what extent are Youth Municipal Council, Youth capacity building in renewable energy field, My Knowledge My Future programs aligned to Qantara's overall mission and objectives?
2.	To what extent are Qantara projects/interventions design based on youth/community dialogue and input?
3.	To what extent did Qantara integrate gender considerations in the design and consultations?
Effectiveness	
4.	To what extent did Qantara Youth Municipal Council Project, Youth capacity building in renewable energy field, and MY Knowledge My Future program achieve the planned outcomes?
5.	To what extent is Qantara program structure contributing to the organization's stated purpose and mission?
6.	To what extent did Qantara gender differentials help or hinder program performance?
Sustainability	
7.	To what extent were youth beneficiaries engaged and empowered for sustainability of interventions?
Monitoring & Evaluation	
8.	To what extent does the organization's monitoring and evaluation systems effectively capture and report occurring change?

DATA COLLECTION METHODS

The data collection methods utilized both qualitative and quantitative approaches (where possible) to measure Qantara's programmatic relevance, effectiveness, and sustainability. The qualitative approach included semi-structured interviews designed to capture perceptions of relevance, effectiveness and sustainability through Key Informant Interviews with relevant stakeholders. The evaluation also conducted Focus Group Discussions (FGDs) with youth beneficiaries and community members to gain their perceptions on relevance, effectiveness and sustainability. While also reviewing all available Qantara documents and a literature review on documents relevant to youth empowerment nationally and specific to Ma'an. The evaluation design was informed by the following stakeholder groups:



Diagram 1 – Stakeholder Groups

Desk Review: An in-depth review of Qantara's proposals, project documents, available M&E reports and indicators, implementation and strategy, CIS documentation on Qantara, as well as any promotional materials of the organization and its projects was conducted. Documents reviewed are available in Annex IV.

KIIs/Semi-Structured Interviews: In-depth interviews were conducted with Qantara management and staff, partnering CSOs/CBOs, donors and beneficiaries. The in-depth interviews were guided by semi-structured questionnaires covering the assessment areas. Interview guides were tailored to each of the stakeholder clusters. Each interview guide was developed to capture perspectives and activities of each informant category, revolving around the evaluation questions relevant to each stakeholder. The guides were designed to preserve the potential for a relatively free-flowing conversation, while creating a standardized format to facilitate a reliable, comparative analysis of data pertaining to the evaluation questions for triangulation of information from multiple stakeholder perspectives. Interview guides and tools can be found in Annex I. Key informant interviews were structured as follows:

- **Partnering University:** Four KII with partnering universities (4 KIIs)
- **Donor (CIS & British Embassy):** Grants team, Technical Manager/Lead (2 KIIs)
- **Grantee (Qantara):** General Manager, Senior Staff, Project Lead, Staff person. (4 KIIs)
- **Local Government:** Mayor/Municipal Counterpart (3 KIIs with Ayl, Shobak and Maan Municipal Representatives)
- **Renewable energy projects in Ma'an:** Renewable Company (2 KIIs)

The evaluation team conducted 15 KIIs with Qantara Management and staff, partnering university (King Hussein bin Talal University), donors and municipalities, disaggregated per table below. The in-depth interviews were guided by semi-structured questionnaires covering the assessment areas.

Qantara Project Name	Stakeholders	No. of KIIs	Gender Distribution	Total Population
My Knowledge My Future Youth Municipal Council Renewable Energy	Partner University Reps	4	3 Males, 1 Female	4 university representatives with knowledge of MKMF
	Local government	3	3 Males	3 municipalities matching the 3 YMCs
	Renewable Company	2	2 Male	3 renewable energy companies
	Donors (USAID CIS and British Embassy)	2	2 females	Two donors funding RE and YMC
	Qantara Staff	4	3 Males, 1 Female	4 staff members
Total	15			

Table 2: Key Informant Interviews List

Focus Group Discussions: Focus group discussions were conducted to explore issues in-depth, to triangulate data, and to solicit the input of direct beneficiaries of Qantara's three programs. The assessment conducted 13 FGDS with 44 youth beneficiaries and 5 MKMF trainers. FGDS were planned and conducted as follows:

Program	Planned	Actual	Number of attendees	Total Population
My Knowledge My Future	5 FGDS	3 FGDS	4 females and 2 males and 5 male trainers	3000 beneficiaries*
Youth Municipal Councils	3 FGDS	3 FGDS	18 females and 7 males	316 youth
Renewable Energy	2 FGDS	2 FGDS	14 males and 3 females	20 youth trained (trainees from cohort I)

*See data limitations

FGDs sampling and weighting was determined by beneficiary numbers, and relative size of each of the above listed programs. Due to the lack of an available beneficiary database, beneficiaries were identified

and recruited by Qantara, which limited the ability of the evaluation team to exercise randomized selection of beneficiaries, and contributed to data limitations.

Community Members: 5 FGDs with 31 community members engaged with Qantara within the target programs. Community members were able to identify the overall perception of Qantara activities in the community. Community members consisted of parents and community members with working knowledge of Qantara. FGDs were conducted separately for men and women. 4 FGDs for community members engaged in one or more of Qantara's programs was conducted reaching 22 community members out of which 2 were female.

DATA LIMITATIONS

Data limitation pertaining to Qantara evaluation revolved around the following:

Lack of Documentation limited the content to enable the evaluation team to assess findings against originally planned outcomes and implementation or baseline data. The evaluation team attempted to mitigate this by conducting a desk review as well as working with the Qantara team and donors to bridge the documentation gap. The evaluation team also conducted a literature review, reviewing documents that are relevant to Qantara's overall mission, at both the national level and specific to Ma'an. Annex IV presents documents reviewed and documentation gaps for all three programs.

Lack of a Beneficiaries Database limited the evaluation team's ability to randomly select beneficiaries. The evaluation team tried to mitigate this by asking Qantara for a beneficiary list exceeding the number of FGD participants needed, but Qantara struggled to retain the minimum number requested. This resulted in two data limitations: a qualitative sample size that was relatively low compared to stated number of beneficiaries; and selection bias of people interviewed.

- Low sample size: Qantara was not able to secure the number of beneficiaries needed for all the FGDs; particularly for RE and MKMF programs. Thus, the evaluation team was not able to randomly select beneficiaries as originally planned. In addition, some of the FGDs, participants who initially committed, could not make it on the day; this was particularly the case for My Knowledge My Future program whereby, only two males and four females participated in the FGDs and five male trainers. The relative low beneficiary response in the MKMF limits the robustness of the findings.
- Bias: Due to the selection of all participants by Qantara, beneficiaries' responses may be biased (Positively/negatively) by Qantara's interaction in beneficiary selection. This limitation was partially mitigated by conducting interviews/ FGDs with other stakeholders for a triangulated approach to data analysis.

Low FGD turn-out by beneficiaries also resulted in some cases in mixed groups of beneficiaries from two cohorts. Some of the FGD beneficiaries participated in more than one program and also participated in more than one FGD, which could potentially affect their responses or bias.

Lack of Monitoring and Evaluation (M&E) Results tracking system limited the ability of the evaluation team to assess the impact of the programs under evaluation for outreach, impact and change. A qualitative approach was adopted for this impact assessment, and the lack of M&E data supporting Qantara's results was noted.

Self-Reported Data: The evaluation's main source of independent information was based on self-reported feedback of program participants and beneficiaries: direct and indirect. Self-reported data

reflected individual perceptions, which may or may not closely reflect reality. To mitigate this limitation, the evaluation team triangulated findings to the extent possible, with feedback from the FGDs and KIs to ensure consistency in findings and results. Additionally, the evaluation team conducted a desk review which consisted of a full review of all available documents from Qantara.

DATA ANALYSIS METHODS

The assessment aimed at determining the extent to which their programs and services are contributing to impacting community issues and achieving their mission. Specifically, the evaluation focused on assessing:

- The extent to which Qantara's activities link to the organization's programmatic objectives and mission;
- The extent to which Qantara's projects were designed upon and effectively address beneficiaries' needs;
- The extent to which sustainable change has occurred as a result of Qantara's efforts;
- The extent to which Qantara's monitoring and evaluation systems effectively capture and report occurring change.

Data analysis was structured by the evaluation questions, and applied the following data analysis methods respectively:

Data Analysis Methods	Questions
Frequency Response/ Trend Pattern Analysis	Q1, Q2, Q3, Q5, Q6, Q7, Q8
Triangulation	Q1, Q2, Q3, Q4, Q7, Q8
Stakeholder Perception over Time	Q4, Q5, Q6
Sustainability Self-Assessment Quantification and Analysis	Q7, Q8

Table 3: Data analysis methods

PROJECT BACKGROUND

QANTARA FOR HUMAN RESOURCE DEVELOPMENT (QANTARA)

Established in 2012, Qantara is a not-for-profit organization in Ma'an registered under Ministry of Industry & Trade. Its main aim is shaping the capacities of the younger generation to engage more effectively in their local communities politically, socially, and economically. Through its human development and human resources programming in Ma'an and the South Region, Qantara reports that it has to date reached 3,000 beneficiaries, encouraging a culture of volunteerism, and serving as the hub for more than 300 volunteers in Ma'an. As a nascent civic initiative, Qantara is a grantee of the USAID CIS Societies Empowerment Fund, and is also funded by the British Embassy. Qantara's overall objective is to develop youth capacities to productively engage in their communities politically, economically and socially. Qantara plans to achieve this goal through its portfolio of programs, the most prominent of which are:

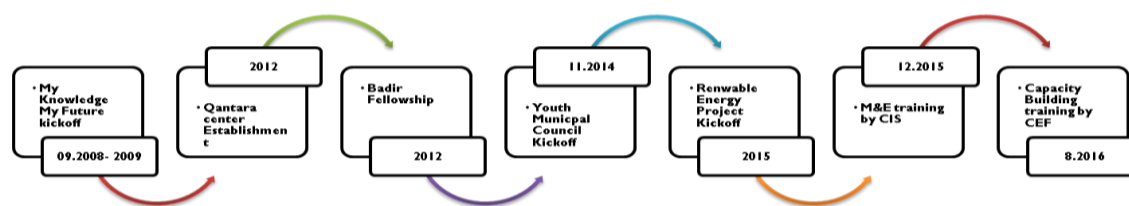
Youth Municipal Councils: a program that aims to enhance youth participation in local decision making processes, leading them to become a main resource for elected decision makers in finding local solutions for their societies. The program focuses on bridging the gap between communities and the municipal council(s) through engaging youth in local decision-making processes. To this end, the program contributes to enhancing communication channels between communities and municipal council(s) and builds youth capacities to participate in local decision-making processes. Beneficiaries: 316. Funding level: JD 99,827.73. Project Duration: November 17, 2014 to November 16, 2015 with a no cost extension to January 31, 2016.

Training Diploma in Renewable Energy: a capacity building program for youth on the topic of renewable energy, it engages young people from both genders (age range 18-25) in a training diploma program on "renewable energy engineering," accredited by Talal Abu Ghazaleh Society. The idea of the program is to raise awareness of renewable energy, as well as provide access to trainings – information, tools and knowledge of the sector with the aim of securing job opportunities in the future. Beneficiaries: 20. Funding level: \$18,934. Project Duration: August 1, 2015 to December 30, 2015 (Phase I).

My Knowledge My Future: a program aiming to enhance youth participation through three projects: Qantara Academy for Young Leaders, and My Knowledge My Future, both of which assist in raising capacities of youth, by equipping them with needed knowledge for the job market, and life skills. Beneficiaries were reported to be 3000. No documentation on funding levels as it was an initiative. Project Duration: Approximately 2008-2009.

The three above projects provide Qantara with the opportunity to interact with the community through its pool of beneficiaries and volunteer base, Youth Municipal Councils, Municipalities, and partners with renewable energy companies and CSOs.

These three projects constitute the core of Qantara's work up to January 2016 – the period of focus of this evaluation.



FINDINGS & CONCLUSIONS

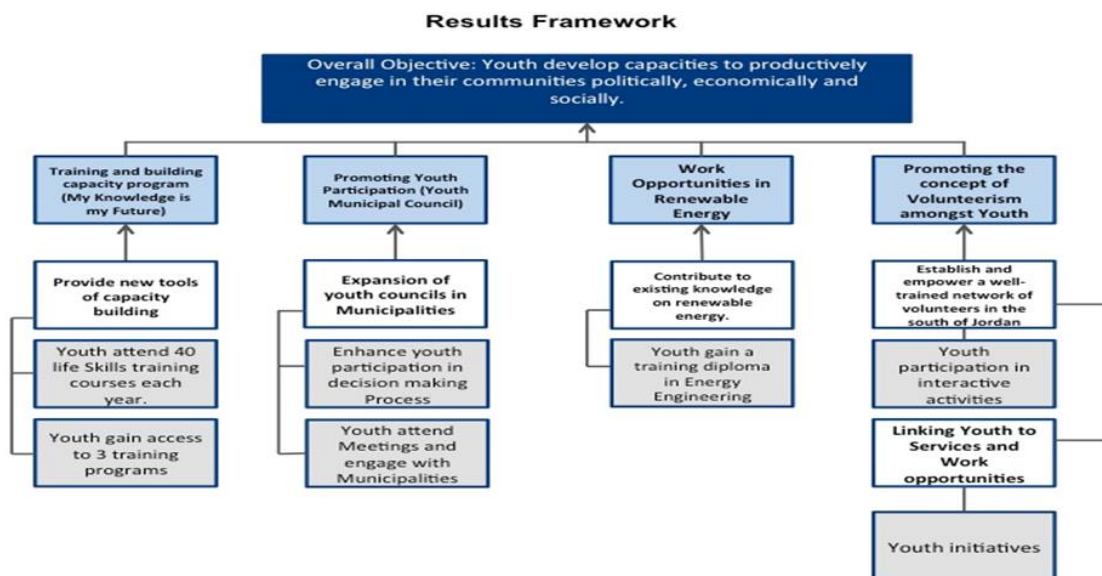
FINDINGS: RELEVANCE

Evaluation question 1: To what extent are Youth Municipal Council (YMC), Youth capacity building in Renewable Energy field (RE), MY Knowledge My Future (MKMF) projects aligned to Qantara's overall mission and objectives?

Qantara is a donor-funded organization based in Ma'an and founded in 2012, whose mission is to “develop youth capacities to productively engage in their communities politically, economically and socially.” Qantara’s Director defined the specific objectives of the Centre in the four main points:

1. Enhance youth participation and build their skills in terms of innovation, creativity, entrepreneurship, and volunteer work;
2. Improve the economy through providing youth with good job opportunities;
3. Enhance youth’s political participation, through participation in decision-making and election processes in addition to joining political parties;
4. Empower youth socially, through initiative and volunteer work engagement.

In close collaboration with Qantara and upon review of the organization’s vision, mission, ICAT and strategic planning documents, the following theory of change and results framework were developed by the evaluation team, showcasing Qantara’s overall change pathways:



Theory of Change

If youth capacities are built through trainings;
If youth are engaged in local decision-making through Municipal Councils;
If youth gain access to work opportunities;
If youth are engaged in volunteering;
Then youth will be able to productively engage in their communities politically, economically and socially.

Qantara implements its mission through its projects, the primary ones being Youth Municipal Councils (flagship project), My Knowledge My Future (first initiative) and Renewable Energy projects. The objectives of the three programs under review, Youth Municipal Councils, Renewable Energy and My Knowledge My Future, are as follows:

- **Youth Municipal Councils** - aims to enhance youth participation in local decision making processes leading them to become a main resource for elected decision makers in finding local solutions for their societies
- **Renewable Energy** aims to reduce the unemployment rate in the region, and to contribute to finding efficiencies and meet the needs of companies in Ma'an by building the capacities of young people in renewable energy.
- **My Knowledge My Future** aims to raise the capacities of young people by equipping them with needed knowledge for the market, and life skills training.

According to the Director of Qantara, *"All three programs are well aligned with our mission. However, I think we should be more specialized."* Qantara's co-founder reiterated this point and stated: *"all three programs feed into the main mission of Qantara: YMC focuses on youth decision-making processes which is purely political participation; RE builds capacities and knowledge to increase youth's opportunities in working in the RE field, building youth capacities economically."* The CIS Institutional Capacity Assessment Tool (ICAT) revealed that *"Qantara's mission is relevant to the organization's current purpose and aspirations and is considered in decisions on priorities and actions."* The ICAT also revealed that the mission and vision are clear and aligned with their overall purpose but not adequately communicated to stakeholders, beneficiaries and staff. The evaluation team probed within FGDs and KIs on the perceived objectives and alignment of these individual programs within Qantara's mission.

The **Youth Municipal Councils (YMC)**, Qantara's flagship project, aims at bridging the existing communication gap between municipalities and communities. The project was based on needs expressed by the community for clearer understanding of the role of the municipality, and for better access and voice, as expressed by a municipality member. This was also reiterated during other KIs with municipal representatives, the FGDs with male and female YMC representatives, as well as by Qantara staff. This point was also echoed by the USAID CIS representative: *"youth political participation and political parties are almost non-existent in Ma'an. Empowering youth politically starts with building the foundations of democracy."*

According to most of the YMC FGD participants (15/25), understanding of the essential goal of YMC was to act as a mediator between the municipality and local community. FGD participants further added that the goal was to increase awareness of the role of the municipality and engage youth in decision-making processes through a safe platform to engage the youth. Female FGD participants added that the YMC program aimed to introduce the culture of volunteerism in Ma'an, encourage the inclusion of women, enhance self-esteem, and provide participants, especially women with the opportunity to speak out.

"It was so encouraging to present the needs of my community to the mayor, and he listened with interest. I felt my voice was important." Male, YMC FGD participant.

Renewable Energy Program (RE): Renewable energy is a relatively new sector in Ma'an, projected to be a growth sector with possibilities for employment for the people of Ma'an, as reflected in the MOPIC Development Interventions Study and by the renewable energy companies partnering with Qantara. According to the British Embassy representative, the RE

program aligns well with the mission of Qantara around youth economic empowerment, and expressed the need for such a project and the need for creating awareness around renewable energy. The British Embassy representative stated that the project was clearly aligned with Qantara's overall objective: *"It was basically about capacity building; theory and practice - providing youth with the skills and an accredited diploma to help them get jobs in renewable energy. In comparison with their overall mission, it is very much aligned with what they want to provide to their local community."*

The majority of RE FGD participants emphasized how important this sector is to Ma'an, noting there are currently 13 renewable energy companies operating in Ma'an. However, participants said that prior to training, they did not know enough about the skills required to be employed in such companies. FGD participants reported gaining skills in renewable energy, including general safety, installing panels and assembly processes, as well as soft skills such as interviewing, English language, public speaking and report writing.

My Knowledge My Future: The evaluation team was not able to find a documented objective of the My Knowledge My Future Program as documentation was a clear challenge in the earlier years. According to Qantara's co-founder, MKMF was developed in response to a need in Ma'an for low-cost training programs focused on employability, which were not available at the time. As expressed by the former director of the Research Development Centre at the King Hussein Bin Talal University, *"this was the first project they embarked on, it included important skills such as IT, life skills and English language. It is very much aligned with their mission of enhancing youth participation."* The MKMF was an initiative which formalized the establishment of Qantara, driven by the founders' passion to serve the community and create positive social change the community.

Evaluation Question 2: *To what extent are Qantara projects/interventions design based on youth/community dialogue and input?*

The vast majority of FGD participants (23/25 youth in the YMC FGDs, 6/6 youth in the MKMF FGDs; and 11/13 youth in RE FGDs) and key informants reported that they were not engaged during the design phase, but felt very engaged during the implementation phase. They indicated that Qantara has been responsive to community needs throughout the implementation phase, but had not consulted them during the design phase. Qantara staff concurred with this point, stating that they did not base the design of their programs on community dialogue and input, but rather their own perceptions of need. He added that they built relationships and partnerships during the design phase, but did not engage in consultations during design.

Renewable Energy: The RE companies interviewed stated they were not fully engaged during the design phase, but that Qantara shared the curriculum with them for feedback prior to the training, which in their opinion, reflected a good flow of information, and was suitable for varied educational backgrounds.

"Before the actual design of programs, we came across particular community needs based on our own personal experiences, such as in the case of the RE project, which paved the line for renewable energy projects in Ma'an". –Qantara Leadership

Youth Municipal Councils Program: Qantara staff stated the program design was not based on community dialogue, although the staff had some unstructured discussions with municipalities and members of the community. These informal discussions and their volunteering experience highlighted the community's lack of understanding around the role of the municipalities. More than half of FGD participants (14/25), concurred that YMC addressed a critical need for youth

to understand the role of the municipality. KIs with municipal council members revealed that the role of the municipality was not well-understood by the community and the YMC helped clarify these roles. According to YMC FGDs the YMC offered a venue for youth to voice their opinions and be represented, responding to a deep-rooted community need. *“Youth political participation and political parties are almost non-existent in Ma’an; that was the main idea behind the objective of empowering youth politically; it starts with building the foundations of democracy”* as the USAID CIS representative emphasized. According to the Ayl municipal representative, *“In general, the youth municipal council made us more aware of the needs of the community. Before we had the council, we used to have one representative in Ma’an to deliver our needs, which is not enough but now, the youth councils suggest many ideas for the whole community and they meet in groups not individually.”* The USAID CIS representative further shared a quote from a female YMC participant: *“I wasn’t as interested before in the whole municipality idea of the program; I didn’t really understand it. Now I am ready to run for elections as soon as they happen.”* The project sought to bridge the communication gap between municipalities and youth in communities. All YMC male youth participants agreed that the project responded to needs that were previously unknown to the municipality. The majority of the youth in the YMC FGD (23/25) stated that they felt engaged during both the implementation phase and activities. *“They listened to our ideas as well as our problems and acted accordingly,”* said one female FGD participant in Shobak.

My Knowledge My Future: Qantara validated their project designs through communication with various stakeholders, such as the former director of the Research Development Centre at the King Hussein Bin Talal University who explained how Qantara asked him for advice, and shared proposals for feedback. Qantara staff stated that design input depended on personal knowledge of the needs, rather than community or stakeholder consultation. In FGDs, all (6/6) participants agreed they were not engaged prior to the design phase, but all felt their voices were heard especially regarding course interests and the challenges young women faced.

Community Trust and Visibility: Most female YMC FGD participants (12/18) stated that Qantara enjoyed a good level of community trust and credibility. KIs with both donors and municipal representatives concurred stating that the Center has established trust and credibility in Ma’an and in neighbouring municipalities. Qantara has received the support of the Ministry of Municipal Affairs, as well as visibility from VIP visits inclusive of senators and ambassadors.

Evaluation Question 3: *To what extent did Qantara integrate gender considerations in the design and consultation?*

The desk review revealed that gender issues were considered during the design phase of the YMC and RE programs. Qantara’s key staff attended a gender mainstreaming workshop held by USAID CIS, which, according to Qantara staff, helped them appreciate the importance of addressing gender issues early on. The USAID CIS representative stated: *“They showed great interest in the workshop, asked many questions, followed up with questions and sought advice from our gender specialist.”* Consultations on gender took place during the implementation phase, rather than the design phase, as stated by a number of KIs and FGD participants. Qantara confirmed that during implementation of the YMC and RE programs they encouraged females to speak out about their challenges, and the Qantara team made efforts to explore solutions. For example, female YMC FGD participants highlighted the challenge of transportation, and Qantara responded by providing transportation for women, and worked to ensure meetings were held during the day in trusted public spaces to enable young women to attend.

Referencing the YMC program, Qantara's director highlighted the importance of encouraging women to participate, and wanted to make sure the programs reach an equal number of women and men, despite pressure from traditional communities. *"Female participation was challenged by certain conservative community groups who threatened us and fought our project both in public and on social media, saying it causes corruption. We continued to work and explore ways to encourage female participation."* Qantara was aware of these challenges prior to implementation and had identified the low number of women participants as a key challenge prior to the implementation of the YMC (Qantara's final report 17/11/2014 – 13/1/2015). The report also showed that the challenge prompted them to explore ways of reaching out to all young women who met the initial requirements of the workshop, contacting a number of women CBOs and speaking to families to encourage women's participation. Of the 37 applicants to the training, 16 were women (Qantara Final Report, 2015). The female YMC FGD participants said, *"What encouraged our participation is when both us and our parents saw that activities are separated by gender and Qantara provided transportation. This helped in effectively engaging us in the project."* The USAID CIS representative said, *"they addressed gender challenges at the onset of the project and explored solutions. They provided transportation to girls when needed, they conducted meetings in public spaces such as the municipality – a trusted space. They met with the families and presented the project and explained how their daughters would benefit. After they obtained the trust of the families, they started conducting meetings at the Centre."* According to the YMC FGD participants, the hiring of a female coordinator at the Qantara Centre built additional trust that Qantara was a safe space for young women. *"The fact that they assigned a female coordinator in Qantara as a full-time staff made it easier for us to participate and spend more time in the Centre and get involved,"* said a female FGD participant.

As a result of the low female participation levels, Qantara introduced a quota system in the YMC elections process to ensure female representation in the councils. Women were also able to run for competitive seats and were not solely constrained to the quota seats (Qantara Final Report 2015). USAID CIS representative added that Qantara made efforts to not only increase female participation, but also sought to ensure their inclusion and voice. *"The YMC put a quota system in place for women to run for the municipal council, which stated a minimum of 25% participation of women. However, women won outright and this increased the number of women in the youth councils. All three deputy mayors in all three areas were all females."*

"I was so proud and excited when I was elected, I felt the municipality and my community valued me and my ideas, I am now more confident in public speaking, I never imagined speaking out in public and actually being listened to." Female YMC FGD participant

While only three women enrolled in the first cohort of 20 in the RE Program, according to Klls with the RE company and the British Embassy representative, enticing women to join was an achievement for the program, due to prevailing mind-sets related to women working in the renewable energy sector. The British Embassy representative stated, *"I know that only 3 young women participated in the RE project. This number might appear low, but we considered it an achievement, as RE is a sector associated more with males."* Representatives of both the RE company and the British Embassy stated that gender stereotypes in the sector were not adequately addressed during the design phase. The British embassy representative said *"we wanted to make sure gender is included in the project, as it is significant to highlight the importance of women's participation in this field. It also contributes to changing mind-sets on the prospects of women working in the renewable energy sector."*

Almost all male RE FGD participants agreed that this sector is not for women, as they felt females could work in the administrative departments but not in the field. Females RE FGD

participants agreed that the low engagement of women was due to perceptions of fieldwork and mobility challenges incongruent with gender norms and stereotypes. Female FGD participants stressed the importance of sharing successful examples of women who work in this field, as they felt it would encourage others to participate and increase their interest in working in the sector. One female FGD participant said, *“The community perception is that if women work in renewable energy, they would lose some of their femininity. However, their participation may increase when they see other girls participating. Unfortunately there isn’t much interest from the girls in Ma’an. They share the same community perception.”*

In reference to gender integration in MKMF, the King Hussein Bin Talal University representative highlighted the need to better integrate the challenge of engaging women in labor force participation. *“If I had another chance, I would concentrate more on gender discrimination in the training. I would love to combine life skills and gender topics together rather than mainly focusing on functional rehabilitation.”*

CONCLUSIONS: RELEVANCE

Evaluation Question 1: *To what extent are Youth Municipal Council, Youth capacity building in renewable energy field, MY Knowledge My Future projects aligned to Qantara's overall mission and objectives?*

The **Youth Municipal Council Program** clearly links to Qantara’s overall objective of enhancing youth political participation, building skills around democratic processes and bridging the gap between communities and municipalities. This was designed to be achieved through enhancing the participation of youth - both male and female - and providing them with a safe platform to engage with municipalities and ultimately, their wider community. Thus, the YMC program touched on elements of youth political participation, building the foundations of political participation, engaging youth on voice and agency, as well as building bridges with the municipality.

My Knowledge My Future links to Qantara’s overall objective of youth economic empowerment, as it was designed to deliver skills to youth so that they may find job opportunities and gain self-confidence. It was also apparent that it added value to young women in particular by building their self-confidence.

The **Renewable Energy Program** objectives are linked to Qantara’s overall objectives of youth economic and social empowerment, as in its design it introduced job-related capacities aimed at increasing youth employability in the renewables sector. The training material was felt to be too focused on theory and could benefit from more practical skill-building, in order to bridge the gap between job market needs and training provided.

The three programs were clearly perceived by stakeholders to build capacities of youth, enhance key skills for job readiness and employability, but are not yet perceived as programming to secure employment.

The three programs are directly linked to Qantara’s overall organizational mission and vision, results hierarchy and theory of change. The programs are clearly designed to build interpersonal and employability skills, gain a better understanding of democratic processes, fitting the organization’s overall mission and goal of shaping the capacities of the younger generation to

engage more in their local communities politically, socially, and economically. The *programs* exposed youth to knowledge and tools in various areas related to life skills, job readiness, local government structures as well as renewable energy. Qantara made efforts to ensure youth inclusion; both male and female participants in all their programs. Nevertheless, achieving employability outcomes are not as clear in the theory of change and could benefit from strengthening of causal pathways and logic flows as well as employment- oriented programming such as job placement or job matching.

Evaluation Question 2: *To what extent are Qantara projects/interventions design based on youth/community dialogue and input?*

While Qantara was responsive to community needs throughout the execution of all programs, Qantara did not officially engage stakeholders in the design phase. While consultations with stakeholders occurred regularly within the implementation phase, there is a need to engage with stakeholders in the design phase. Nevertheless Qantara's programming effectively responded to community needs, some of which became apparent to stakeholders upon engaging with the project. This was particularly true of the YMC project.

Qantara was successful in building trust and credibility with stakeholders and the local community. Qantara's attention to ensuring quality of programs, remaining responsive and engaging and building trust with stakeholders were key elements of Qantara's perceived performance.

Evaluation Question 3: *To what extent did Qantara integrate gender considerations in the design and consultation phase?*

Qantara considered gender constraints in design, primarily focusing on ensuring young women's participation in the three programs through various measures. Qantara was responsive to gender needs as they emerged during the program(s) implementation, encouraging females to highlight challenges they experienced during implementation, with the intention to address these challenges to retain female participation. Despite these efforts, an equitable gender balance was not achieved across all programs, most notably in the RE program. The Renewable Energy program experienced a set of gender stereotypes related to socio-cultural factors. As well as challenges in mind-sets related to women working in this field, these issues were not adequately addressed during the design phase, but were somewhat better addressed during the implementation phase. Nevertheless, there is a need to constructively address gender constraints in the RE sector and any subsequent Qantara programming. While renewable energy is largely seen as a male-dominated field, with no examples in Ma'an of women working in this field, Qantara's encouragement of females participating in RE training is a noteworthy milestone towards slowly shifting mindsets. There is a need to continue to address these gender-related stereotypes in Ma'an and the renewable energy sector.

Nevertheless due to prevailing challenges around gender stereotypes and norms in Ma'an, there is a continued need to actively address gender norms in order to ensure female inclusion, gender balance and gender-oriented outcomes in programming.

FINDINGS: EFFECTIVENESS

Evaluation Question 4: *To what extent did Qantara Youth Municipal Council Project, Youth Capacity Building in Renewable Energy, and My Knowledge My Future achieve the planned outcomes?*

According to project documents, the planned outcomes of YMC were enhanced youth participation in decision making, youth engagement with municipalities, established youth councils and promoting youth participation. According to M&E documents, project reports and Qantara staff, Qantara was able to achieve the following:

Youth Municipal Council			
Indicator	Targeted	Reported	Performance against Target
Number/type of public policies changed Based YMC reports	25	27	Exceeded
Number of development issues addressed through cooperation between Jordanian Gov. and Civil society	5	17	Exceeded
Number of discussions of community members issues between the Jordanian Gov. and Civil Society	15	26	Exceeded
Number of neighborhoods committees	18	20	Exceeded
Number of Initiatives Neighborhood committees submit	12	27	Exceeded
Number of initiatives funded by CIS-USAID project	9	18	Exceeded
Number of youth trained	200	241	Exceeded
Number of beneficiaries	400	1,303	Exceeded
Number of Youth Municipal Councils	3	3	Met
Number of Live radio episodes	16	16	Met
Increased knowledge (for youth)	30%	30%	Met
Number of meetings between YMC and municipalities	15	12	Did not meet
Number of opportunities for dialogue	15	14	Did not meet
Number of calls received for radio episodes	140	128	Did not meet
Number of needs assessment reports submitted to the municipalities based on Youth activities	12	9	Did not meet

Youth Municipal Councils

In training youth and generating youth-led activities through neighborhood committees, Qantara exceeded program targets as reported. As planned, Qantara established three youth municipal councils in Ayl, Maan, and Shobak. Qantara fell slightly short (achieving about 80 of target) on targets related to engaging local government and community in dialogue. Needs assessment reporting to municipalities were 3/4 of the planned target.

All 25 (100%) youth in the YMC FGDs agreed that Qantara has successfully enhanced their participation in the decision-making process at the municipal level through reporting, shadowing, surveying and channeling community needs, attending plenary meetings and municipal discussions and designing and implementing initiatives in cooperation with municipalities. All YMC FGD participants reported increased engagement and interaction between youth and the targeted municipalities, which enhanced their participation in the decision-making process and in making municipalities more aware of community needs. YMC KIs confirmed this finding, and indicated that YMC was perceived as effective. When asked whether YMC was effective in achieving its planned outcomes, all FGD participants agreed that YMC achieved its objectives of promoting youth participation in local governance and enhancing youth participation in decision-making, as follows:

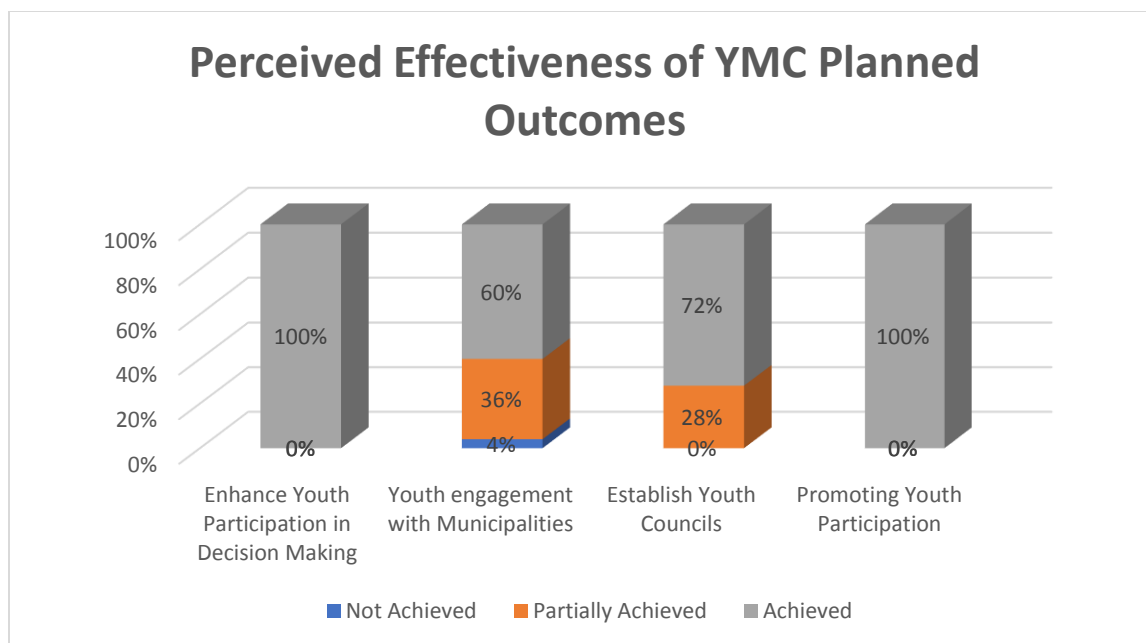


Figure 1: YMC Effectiveness in Achieving Planned Outcomes

The YMC program's focus on youth participation was perceived by all FGD participants as effective, resulting in increased awareness and knowledge, and increased youth participation decision-making. The majority of FGD participants agreed that YMC was effective in establishing youth municipal councils (72%) and in engaging youth with municipalities (60%).

According to municipal representatives, Qantara's YMC program was very effective in bringing the municipality closer to the people in the communities. According to three YMC KIs, this occurred by developing youth capacities to convey community needs to municipalities, resulting in changes due to the project. Municipal representatives also expressed that the YMC also made them more aware of community needs. According to municipal representatives KIs, prior to YMC youth perceived engagement with municipal as inaccessible to youth. The Ayl municipal representative added that "this perception changed after taking part in YMC program, as there is increased acceptance by the mayor to hear from the youth and offer help."

"Before we had the council, we used to have one representative in Ma'an to deliver our needs, which is not enough but now, the youth councils suggest many ideas for the whole community and they meet in groups not individually."
Ayl municipal representative

The skills which YMC FGD participants cited as having gained included increased self-esteem, challenging the norms, increased knowledge of municipality framework and regulations, procedures, and report writing skills. According to the YMC FGDs with both males and females, the YMC program resulted in making youth more open to converse with police and government members, and made them more confident to speak in their communities. They further elaborated that due to the interactive nature of the trainings and meetings, this led to more thought sharing, especially amongst the female participants who said they were now better able to share their ideas in public in a male-dominated society. Female participants also expressed they "learned how to brainstorm, and learned to be good observers to notice any comment." One female FGD participant stated she "never knew how things worked in the municipality. Through the

trainings and being involved in the councils, I now know where to go if something needed to be fixed, even my family ... ask me where they need to go if they needed anything from the municipality”.

Of the FGD participants, the vast majority (21/25) reported that due to interactions with municipalities, they felt that actions were taken promptly in local communities. Training was considered the most effective tool by FGD participants, with all participants reporting an increase in their knowledge and skills, particularly, their knowledge on local governance, decentralization and municipal work as demonstrated below:

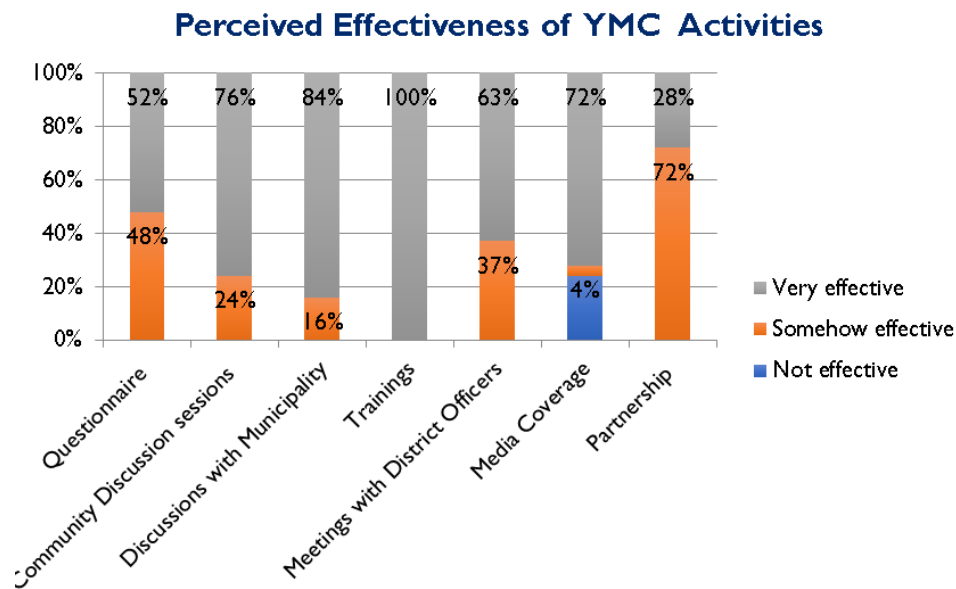


Figure 2: Activities Effectiveness in YMC Tools

Renewable Energy

According to project documents, the planned outcomes of RE were building capacities in the renewable energy sector, employment of graduates in local companies investing in RE, providing graduates with a diploma in RE and networking within the RE field. According to M&E documents and Qantara staff, Qantara reported the following:

Renewable Energy			
Indicator	Targeted	Reported	Evidence Base
Number of trainees employed	10 employed	Achieved	No documentation
Number of youth trained and certified	20 youth trained	Achieved	Certificates issued
The increase in knowledge level of the trainees	50% increment in knowledge level	Achieved	No pre/post tests available
Number of training hours	300 hours	Achieved	Training manual N/A

Qantara delivered the training in partnership with trainers from the university who developed the curriculum, and Talal Abu Ghazaleh who accredited the training. One RE company vetted the training curriculum. Representatives from RE companies noted that the graduates of the training program were well-trained. Pre-post tests of training were not available.

FGD participants indicated that the most effective outcome from their perspective was networking within the renewable energy field. However, they indicated that securing work opportunities was the least effective, as shown below:

PERCEIVED EFFECTIVENESS OF THE RE PROGRAM

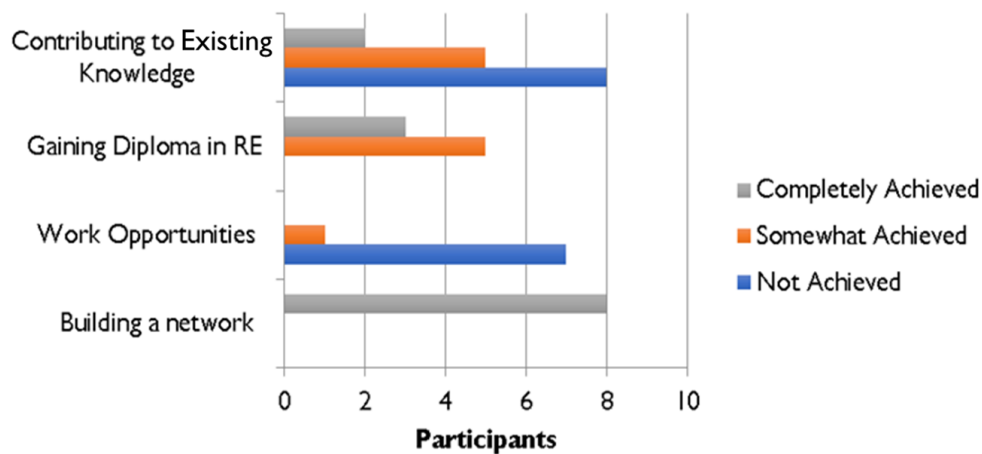


Figure 3: Effectiveness of RE Program from youth beneficiaries' perspectives

The co-founder of Qantara stated that the main goal of the program was to employ youth in the field of renewable energy. *“Despite all the challenges, we were able to link 10 young people with jobs in the renewable energy field from the first cohort, and 2 – 3 youth with jobs from the second cohort.”* While all trainees earned a diploma accredited by Talal Abu Ghazaleh, only five of thirteen FGD participants of the Renewable Energy project reported they were successful in securing a job in renewable energy. Of those only males secured jobs. Of those that secured a job one secured a fixed-term contract in renewable energy, while the other four secured short-term contracts (less than 3 months) in construction (preparing the renewable energy field but not technical applications).

FGD participants stated that they believed that the training was directly linked to a job in the sector, and expected to secure jobs after training. Qantara did not make contractual measures with renewable energy companies to secure jobs for trained youth. According to the British Embassy representative, *“the project targeted unemployed youth and its overall purpose was to reduce the unemployment rate, through building capacities and providing young people with a diploma; with the aim of securing a job in the RE field. Qantara’s co-founder stated there were other challenges they worked on overcoming in the RE project; since it was, in his view, the first of its kind in Ma’an. “RE Companies did not commit to providing the right number of job opportunities and were not as transparent in the recruitment process. Nepotism played a big role, which negatively affected young people who obtained the diploma.”* One FGD participant noted that the project gave him *“false hopes,”* noting that he paid a hefty fee for the training, yet Qantara did not secure him a job. Qantara’s co-founder confirmed that a fee of 50 JOD was charged in Phase I, and 150 JOD in Phase II to ensure commitment to and ownership of the training. Qantara staff reported the biggest challenge in this project was in securing jobs and commitments from the companies.

My Knowledge My Future

According to Qantara staff, the planned outcomes of MKMF were providing youth with new tools of capacity building, life skills training and gaining access to various training programs delivered to a reported 3000 beneficiaries. No M&E data exists According to Qantara staff and FGD participants, as well as KIIs with the university, Qantara provided training in life skills, public speaking, interviewing skills, English language, SPSS, and IT. According to the KIIs with the

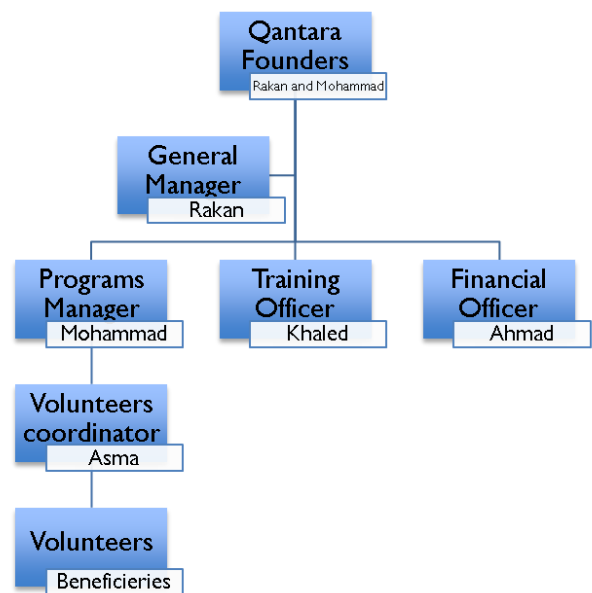
university, this training provided subjects that were highly needed in Ma'an. Nevertheless, the lack of documentation limited the evaluation team's ability to assess outreach and outcomes. Qantara reported a beneficiary pool of 3,000 trainees, but did not have a database of participants or attendance sheets corroborating. Only 4 female and 2 male MKMF trainees attended the planned FGDs due to lack of beneficiary contact lists.

My Knowledge My Future was Qantara's first initiative, and Qantara's co-founder stated that the main challenges to the program included the lack of an office space, the large number of participants, and documentation. The only document Qantara had to share with the evaluation team was the initial course list.

All six MKMF FGD participants stated that they gained skills that helped them in university and in starting their working lives. These skills included CV building, life skills, capacities for the job market. Qantara's focal person at the university expressed that the training was effective and created demand for training by the young people, but that Qantara needed to follow up with youth post training.

Evaluation Question 5: *To what extent did Qantara program structure contribute to the organizations stated purpose and mission?*

Organizational Structure: Qantara is led by its two co-founders, and is staffed by four full time staff, and is supported by a cadre of specialized trainers, and 300 YMC volunteers, reflecting a largely horizontal hierarchical structure. According to the ICAT, Qantara's organizational structure is simple and documented, but not final, not known to all staff members, and not always followed. Moreover, roles and responsibilities of departments/functions and lines of authority are not clear (ICAT). Qantara does not currently have a board of directors. As part of the strategic planning with CIS, Qantara have agreed with CIS that they will form an advisory board. While Qantara's work is dependent on volunteers for delivery of community enhancement programming, Qantara does not track its volunteers. Qantara staff indicated that they recognize this gap and are developing a volunteer database and a follow-up mechanism to maintain contact with their volunteers. Qantara contracts with specialized technical trainers for delivery of training.



Partnerships: Qantara is donor-dependent. The Center receives funding largely from foreign donors, but has had some success in charging fees for programming leading to partial cost coverage. Qantara does not have a plan for financial stability (ICAT). Qantara has partnered with the King Hussein Bin Talal University for outreach and training, with Talal Abu Ghazaleh for accreditation of training, and partners with local RE companies for employment programming.

Organizational Capacity: Qantara's co-founders stated that the team is able to effectively mobilize youth through outreach using social media, recruitment at universities, and direct

outreach by volunteers. The ICAT revealed that Qantara lacks a written external communication strategy for communicating objectives, messages, audiences, channels, and materials for its programs. Qantara engages third party trainers to deliver Qantara training, but does not evaluate trainer performance. ICAT revealed that Qantara is unsystematic in planning, with no documentation of goals, activities, timelines, responsibilities, or performance indicators/targets, and operating on their memory or follow projects plans. KIs with Qantara staff revealed that in-house staff capacity is limited in technical work, inclusive of training, curriculum development, program design, M&E, proposal writing and reporting. Only one staff member is able to write reports in English and follow up with donors. Qantara staff revealed that they regularly work weekends in order to keep up with work demands, and are understaffed. Qantara's co-founder spoke of an expressed focus on conducting programming falling within their mandate and mission, rather than being donor responsive, and expressed a need for a further deepening of programming.

Training as an Outreach and Knowledge Building Approach: Qantara's programming relies heavily on training as an outreach, engagement and skill building strategy. Each of the projects under evaluation relied heavily on training as a method of program delivery, and contracted professional trainers in the areas of technical expertise required. Qantara does not have records of training evaluation nor of trainee pre/post testing.

- The YMC training covered topics such as democracy and participation, municipal work, concepts of decentralization and its link to municipality work, as well as mechanisms of work in the municipalities to prepare youth in their role in the YMC and the neighborhood committees.
- MKMF training covered topics such as life skills, public speaking, interviewing skills, English language, SPSS, and IT. According to the KIs with the university, this training provided subjects that were highly needed in Ma'an. Nevertheless, the lack of documentation prevented the ability of the evaluation team to assess outreach and outcomes.
- RE training covered topics dealing with learning about the renewable energy and English language skills, with the curriculum developed and accredited by Talal Abu Ghazaleh.

Training was considered the most effective tool by FGD participants, especially within the YMC, where all interviewed participants in the YMC FGDs reported a significant increase in their knowledge and skills, particularly, their knowledge on local governance, decentralization and municipal work. However, training in RE was perceived as only somewhat successful, with about half of FGD participants noting improved RE networking and contributing their knowledge of the renewables sector. The CIS USAID representative and university representative stated that Qantara need more follow up post training.

"What I discovered, is my voice, I must have a voice. I found my voice through participating in the YMC and I need to spread the importance of democracy and elections to all!"
Female participant (Ma'an)

According to the majority of YMC FGD participants, the training enabled youth to gain voice and engage in parts of political participation. According to Qantara's co-founder, YMC facilitated a change in perspectives towards political participation. For example, during the national elections, volunteers were discussing moving away from tribal voting and voting for representatives matching their values and issues.

Engaging with Local Government: Qantara enabled youth to engage with the local government through activities such as shadowing, surveying and channeling community needs, attending plenary meetings and municipal discussions and designing and implementing initiatives in cooperation with municipalities in YMC activities. All YMC FGD participants agreed that engagement and interaction between youth and the targeted municipalities increased as a result of YMC, which enhanced their participation in the decision-making and increased awareness of community needs. The Ayl and Ma'an municipal representatives noted that meetings with decision-makers and political figures strengthened young people's knowledge about political information and offered them a venue for dialogue with local government. The USAID CIS representative noted that YMC took the first steps in introducing democratic practices.

Training as an Approach to Employability: Participants in the different FGDs (both male and female youth) expressed, how the respective projects they participated in aimed to build their skills in a number of real world skills. Of the FGD participants across the three projects, 40% of female youth and 48% of male youth expressed positive learning gains, citing employability skills, job readiness, communication skills, life skills as well as awareness of democratic processes. One female FGD participant noted that the training increased her employability: *"I personally benefited greatly from all the training workshops I attended including the initiatives I participated in as well as the MKMF trainings; without these workshops, I wouldn't have been working right now."* However, less than half (9 of 20) of the RE FGD participants reported they were successful in securing job opportunities within the RE sector. Of those only males secured jobs.

Evaluation Question 6: *To what extent did Qantara gender differentials help or hinder program performances?*

According to desk review and KIIs, Qantara's program design across all three projects lacks a clear gender mainstreaming strategy. Qantara leadership noted that gender differentials adversely impact their ability to maintain equitable levels of female participation across all programs.

While an equitable gender balance was not achieved in all programs, FGD participants (especially females) believe that the programs in which they participated effectively engaged women, as a result of gender-responsive measures taken by Qantara. These included instituting female quotas in the YMC, providing transportation, ensuring meeting venues are culturally suitable for females, and discussions with parents. Female FGD participants stated that this measure facilitated parents to allow their daughters to participate in the respective programs. Simultaneously, a female staff member was hired on a full-time basis at Qantara, making it easier for young women to participate, as stated by all (YCM, MKMF and RE) FGD participants. The USAID CIS representatives affirmed that the presence of a female at Qantara helped to establish Qantara as a safe place for women. Approximately 70% of FGD participants believe that the respective Qantara programs in which they participated engaged females effectively. One male FGD participant stated that his sister participated with him in the YMC trainings, and another male participant stated he was proud that his wife joined him in YMC training.

In an effort to engage females in programming, activities run by YMC have conducted outreach to girls' schools, which, according to KII with municipalities and university, have encouraged equitable gender participation in outreach. The 'Ifrah wa Imrah' initiative (open days in schools) was cited as an example of an activity managed by the YMC female participants, supported by their male peers, which brought both genders in the Ma'an community together.

Ma'an and Ayl municipal representatives noted that social restrictions binding female participation and stereotypes around female labor force participation continue to be a challenge to Qantara achieving equitable gender participation. This was confirmed by Qantara's co-founder, who reported that the cultural gender norms in Ma'an have contributed to a high rate of female drop-out, and have limited women's participation in employability programming. This finding was also confirmed by the YMC female FGD.

CONCLUSIONS: EFFECTIVENESS

Evaluation Question 4: *To what extent did Qantara Youth Municipal Council Project, Youth capacity building in Renewable Energy field, and MY Knowledge My Future project achieve the planned outcomes?*

The YMC program met or exceeded most of its project planned targets, with shortfalls noted with on targets related to engaging local government and community in dialogue. YMC very effectively instituted and activated Youth Municipal Councils as planned, which resulted in increased youth engagement with local governance and increased youth political awareness, attitudes and participation. With respect to outcomes, Qantara's YMC program effectively enhanced youth participation in decision-making at the municipal level. Although several municipal representatives expressed their initial lack of trust in civil society work, Qantara earned their trust and positively impact the willingness of municipal actors to engage more openly with youth. Qantara's approach to engagement with local government effectively changed perceptions on engaging with local government, and engendered a better understanding of processes and municipal governance, to the extent of achieving local government buy-in to use and depend on YMCs for information.

While Qantara was effective in achieving planned training and learning targets for the RE program, Qantara fell short on employment targets. The RE program was only somewhat effective in securing jobs for RE trainees, where about half of cohort one secured employment. As employment was the intended outcome of the RE program, there is a need to focus more significantly on the employment outcomes of the program in the future, as well as gender differentials to ensure that women are also able to achieve planned outcomes. While the RE program delivered an accredited RE training program with all participants receiving a certificate, the RE training did not result in employment outcomes as planned, leading beneficiaries to perceive the building of technical capacities to be only somewhat effective (13 of the 45 total trainees from cohorts one and two were interviewed in FGDs), and only for males. In order to meet employability outcomes, there is a need to ensure programming focuses more on job placement and matching. As the RE program required payment from participants and expectation of employment were not met in many cases, there is and for Qantara to better manage expectations at the outset, and manage RE company commitments, in order to improve organizational realization of objectives.

Qantara's MKMF program did not have sufficient representative feedback, documentation or M&E records to generate valid conclusions. Lack of documentation severely hindered Qantara's ability to report on achieved outcomes or provide evidence of outcomes, or a list number or names of trainees. While the perceived impact by stakeholders was generally positive, there is insufficient evidence, feedback, and documentation to conclude to what extent MKMF achieved planned outcomes.

Evaluation Question 5: *To what extent did Qantara program structure contribute to the organizations stated purpose and mission?*

Qantara's operational structure effectively supports the implementation of programming and the realization of its goals and objectives at its current level of programming, depending significantly on its small core staff, third party trainers and volunteers for the delivery of its programming. While this approach enables Qantara to tap into technical expertise not in-house and a large pool of volunteers for outreach and activity implementation, there is a need to ensure the sustainability and/or institutionalization of this approach. For example, the volunteer database currently under development is a step towards ensuring continuity. Ensuring training curriculum ownership and continuity is critical to institutional growth. Finally, performance of programming is highly dependent on its co-founders, giving rise to a need for succession planning and capacity building to support institutional growth.

Qantara's current staffing does not meet the growing requirements needed to fully achieve their stated mission. In addition, the staff require additional capacity building in strategic planning and program development, English language skills for donor reporting, gender mainstreaming and M&E in order to further their growth and achievement of their mission. With increased growth, there will be a need for increased capacity, both in terms of increased personnel as well as increased technical capacity. Specifically, Qantara could benefit from increased attention to systematic documentation, increased skill-building in M&E, English language reporting and proposal writing, and institution of systems.

Qantara's partnerships with donors and partners in implementation have enabled Qantara to grow and respond to youth needs in line with their mission. Qantara's partnerships are strategic in that they access partners for specific expertise not available in house, and those that effectively support programming. Nevertheless, for increased growth, there is a need to expand and diversify partnerships that can both support the technical capacity of the organization to fulfill its mission, as well as support the organization's financial sustainability. Creation of a board could also enhance strategic capacity to support their functions.

As a structural approach to achieving objectives, training is the primary vehicle for outreach, capacity building and employability for Qantara. Training was an effective tool and approach to building youth capacity, with the most noted impact within the YMC program. Training combined with community engagement has generated the most effective outcomes for Qantara with respect to civic engagement outcomes. However, training as a vehicle for employment is only partially effective and needs to be better bolstered by job placement, job matching and gender mainstreaming.

A lack of M&E data greatly hindered the ability of the evaluation team to measure the actual capacity improvements of the training, and in some cases the beneficiary coverage of the training, and Qantara did not have pre/post learning or training evaluation testing. While M&E training and oversight provided by USAID CIS has helped Qantara quantify some results, project outputs and outcomes are not systematically quantified and recorded, leading to significant structural gaps and hindering the organization's ability to achieve its mission.

Evaluation Question 6: *To what extent did Qantara gender differentials help or hinder program performances?*

The prevailing conservative culture in Ma'an remains the biggest challenge to female participation in Ma'an, as the society still holds significant reservations towards female participation in civil society activities, particularly in gender-mixed setups, and employment. Nevertheless, Qantara has been proactively attempting to enhance female participation in their activities, using approaches to counter gender constraints, which were most effective in the YMC program, where Qantara came close to achieving gender equity in participation. While provision of transportation and institution of quotas have been effective in encouraging female participant participation and retention, Qantara's programming still has not achieved an equitable gender balance. This is particularly prominent in the RE program where employability is an intended outcome.

Qantara does not have a cross-cutting gender mainstreaming strategy or plan, and has been largely reactive rather than proactive to gender differentials. While civic engagement programming touches upon building gender agency, voice and structure, Qantara focuses mainly on achieving gender equity in participation, reflecting a need to better mainstream and deepen gender in design of programs. Specifically there is a need to better address counter-productive gender norms in planning and delivery of programming in order to achieve an equitable gender balance in both equitable participation and gender-based outcomes.

FINDINGS: SUSTAINABILITY

Evaluation Question 7: *To what extent were youth beneficiaries engaged and empowered for sustainability of interventions?*

On an individual level, all FGD participants agreed they acquired valuable personal skills that they still use, noting communication skills, planning, setting goals, how to make sound judgements, public speaking, decision-making and life skills. YMC FGD participants agreed that they gained civic engagement and advocacy skills, which they continue to make use of. According to one FGD participant, *"After the program, I became more ambitious and serious; in terms of planning my future goals. I feel I now have a voice that is heard amongst key figures in my community, it increased my self-confidence."* According to USAID CIS representative, sustainability of interventions is key: *"The risk now, is for Qantara to ensure they keep the momentum going with the same rhythm. Capacity building has been achieved, they now need to ensure increasing the capacity of staff and hiring new people to ensure momentum. The biggest challenge right now is to manage their growth and juggle the projects in an effective and focused way."* To this end, Qantara aims to develop a volunteer database to document its core constituency base.

While most FGD participants and stakeholder KIs agreed that civic engagement was likely to be sustained, the majority of KIs with municipalities, Qantara staff, and partners revealed that funding affects the sustainability of interventions. On this point 17 of 25 YMC FGD participants concurred that community mobilization would only be somewhat likely to be sustained due to required funding resources for performance of activities. On the other hand, the Ayl municipal representative felt that youth mobilization and dialogue would likely be sustained without additional funds, as the project resulted in positive changes as a result of engaging youth, and that the municipality would *"make youth an important scanning tool for the municipality."*

Youth Municipal Councils: According to YMC FGDs and the KIs with municipalities, youth municipal councils and the results the councils produced are likely to be sustained, especially with regard to

"Qantara made the definition of volunteering clearer to the community, especially its importance and impact".

Male Participant (Ma'an) 30

youth inclusion, participation in decision-making, continuity of youth municipal councils and the youth neighbourhood committees. All YMC FGD participants agreed that the inclusion of youth in the decision-making processes is likely to be sustained, and the vast majority (19/25) agreed that the partnerships with the municipality are likely to be sustained. The USAID CIS representative confirmed that to date mayors invite YMC youth to meetings with external visitors to present and engage in discussion. In fact, the mayor of Ma'an said he sometimes relied on the youth council and the information it generated more than his own municipal council. KIIs with municipal representatives felt that because the YMC project met a significant need, it was likely to be sustained.

Interventions Most Likely to be Sustained in RE

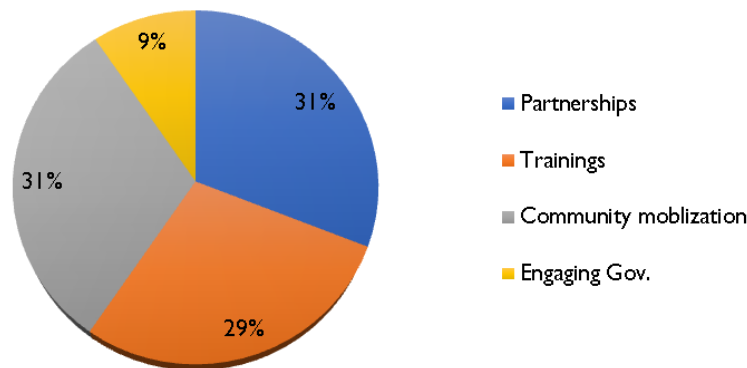


Figure 4: Interventions in the RE Program most likely to be sustained according to FGD beneficiaries

Renewable Energy: FGD participants noted that the RE program elements that were likely to be sustained included partnerships created with RE companies, training and community mobilization. Most of the male youth participants in the RE FGD agreed that sustainability of the RE program is closely linked to companies providing jobs for the graduates of the program. It was also perceived that the RE program does have potential to continue, as the opportunity in this sector appears to be growing (RE KII, British Embassy representative). The British Embassy representative added that Qantara has the capacity now to continue the training, since they have a training manual. According to Qantara staff however, sustaining such a program is a challenge, as the cost of implementation is high and dependent on donor funding. They also added that the demands for such trainings amongst youth or the companies is not as high as they had initially expected. Qantara staff in the KII indicated that the component of job opportunities of youth in the RE sector has potential to continue if the deeper and stronger relations were established with RE companies who invested in the program.

My Knowledge My Future: Qantara staff noted that MKMF was likely to be sustained, but also dependent on donor funding. While KIIs with the university suggested that Qantara could successfully charge a fee for training, Qantara felt that only a nominal fee would be acceptable, and would not be able to financially sustain the training. The university charges fees for the trainings it provides to young people, and thus commented that Qantara providing training for free, or nominal fees would be pose a problem for the university. Qantara however, is eager to begin discussion with the university to support sustainability of programming. Qantara are also having internal discussions to establish a training centre; starting with teaching English to young people in the local communities. This is currently in the preliminary stages of planning. MKMF trainers expressed an interest in pro-bono facilitation of sessions around life skills, as a

possibility for support to sustained training. A recommendation for sustainability put forth by FGD participants revolved around creating a learning hub that brings people together, along with activities that could potentially be run by volunteers.

CONCLUSIONS: SUSTAINABILITY

Evaluation Question 7: *To what extent were youth beneficiaries engaged and empowered for sustainability of interventions?*

Capacity building offered by Qantara in equipping youth with foundational skills empowered youth on a personal level to continue to make use of skills such as decision-making, life skills, increased self-confidence and encouraged their pro-active engagement with local communities.

As a result of programming, and with special reference to YMC, youth views are more respected and heard by the municipality in guiding change and raising community needs, resulting in a change in perceptions. This mutually beneficial relationship is likely to be sustained. As a result of Qantara programming, youth are better equipped and empowered to work collectively to serve the community, and the concept of community volunteerism is likely to be sustained. While sustainability of programming is funding dependent, the YMC model has generated significant interest by municipalities and Ministry of Municipal Affairs, as the model has potential for replicability.

While the renewable energy sector is a growing sector in Ma'an, sustainability of interventions in RE will depend on the demand for labor. There is a need to assess demand for entry level labor and RE partnerships for employment to better assess likelihood of sustainability of RE programming. As Qantara was able to secure partnerships with TAG, RE firms, and also require students to pay for training, the RE program through partnerships and financial support has potential for sustainability with minimal donor support.

There were insufficient records and respondents for MKMF to assess sustainability of interventions. Nevertheless, the cited reach and reception of the program was reported as strong and meeting a heretofore unmet need, giving rise to potential for demand-driven and financially-valued training. Current models of sustainability for MKMF require deepening of partnerships with trainers and university, continued donor funding, and exploration of fee-based fund-raising. Specifically, English language training is in high demand and not widely available in Ma'an, offering Qantara an opportunity to base MKMF future programming around English and potentially financially sustaining training by charging a fee and/or making use of pro bono training services. Nevertheless, the viability of such courses in the future depend on ensuring that Qantara does not conflict or compete with university offerings.

FINDINGS: MONITORING & EVALUATION

Evaluation Question 8: *To what extent does the Organization's monitoring and evaluation systems effectively capture and report occurring change?*

Qantara staff confirmed that they do not have an M&E system in place, nor dedicated M&E personnel. Qantara's co-founder was trained by USAID CIS in M&E in 2015, and integrated his learning into the YMC program. While the YMC program had 15 indicators, not all indicators were reported against. This was also the case with the RE project. When looking into M&E systems and reporting, it was discovered that Qantara lacks corroborating evidence for much of its reporting, with the RE program reporting "achieved" rather than the actual data point. MKMF had no documentation of M&E. Of the indicators to be reported against, none are

qualitative. Moreover, data collected has no quality assurance or verification mechanisms in place. The M&E checklist completed on documentation in place revealed the following:

M&E Checklist	Not present	Somewhat present	Consistent presence	Comments
M&E Personnel and HR Resources – Qantara-wide				
Dedicated M&E personnel?	✓			
Persons actively involved in M&E functions?		✓		
M&E Personnel trained in M&E?		✓		Trained by CIS in 2015
M&E Tools – Per Project				
M&E Data collection tools?				
• My Knowledge My Future	✓			
• Youth Municipal Council		✓		CIS tracking table
• Renewable Energy	✓			No tools seen
Database or excel sheet in place?				
• My Knowledge My Future	✓			Benefic. List based on memory
• Youth Municipal Council		✓		Word list of beneficiaries. + CIS excel
• Renewable Energy		✓		No tools seen
Quality assurance/verification in place across projects?				
• My Knowledge My Future	✓			
• Youth Municipal Council	✓			
• Renewable Energy	✓			
Utilization of M&E in learning and planning?				
• My Knowledge My Future	✓			
• Youth Municipal Council		✓		Course correction based on participation
• Renewable Energy		✓		Course correction based on participation

At an organizational level Qantara does not have a theory of change and results framework. Nevertheless, the leadership and Qantara team are able to effectively express the theory of change but did not have any documentation of it. Nevertheless, the only indicator that cut across projects was number of people trained. Reporting on indicators is largely project-specific and donor-driven.

The ICAT revealed that Qantara has “no proven analytical capacity to identify good practices and lessons learned, nor a system for documenting, storing, and disseminating program knowledge.” Qantara’s documentation of all lessons learned, lists of beneficiaries, experiences and results is limited and relies heavily on institutional memory.

When asked about Qantara’s reporting, USAID CIS representative mentioned that they have improved, but need to work more on report writing and meeting deadlines. The ICAT reported a similar point of view “The reports are done based on donors’ requirements but the organization does not do other reporting on general center activities for documentation purposes”.

CONCLUSIONS: MONITORING AND EVALUATION

Qantara does not have a theory of change or overarching organizational M&E framework that captures and reports on performance and change. M&E data, if available, is project-based and donor-driven. Indicators were mainly output-based and recorded results were incomplete. There is a need to create an organizational M&E framework with cross-cutting indicators, associated tools, and data collection schedule in order to effectively capture and report occurring change.

While Qantara team members benefitted from M&E training delivered by USAID CIS, M&E system relied heavily on donor's M&E requirements and was not institutionalized in Qantara's overall work in all programs, revealing a need for continued capacity building and institution of organization-wide systems

While Qantara is effecting change in their target communities, that change is not being captured, leading to a lost opportunity to showcase learning impact which can then be used for program development.

RECOMMENDATIONS

RELEVANCE

- Qantara's theory of change and could benefit from strengthening of causal pathways and logic flows, especially with respect to employability, as well as targeted outcomes and measures in each domain in order to better showcase performance of its mission.
- As the YMC program is the clear flagship of Qantara, it is recommended that Qantara work on expanding and deepening the successes of the program in order to advance its mission and organizational growth. Further, it is recommended that Qantara capitalize on this success and buy-in by youth, community and local government to attempt to institutionalize youth municipal councils with the Ministry of Municipal Affairs. This should begin with documenting an evidence-based best practice model (inclusive of measuring behavior/perception change over time) for replication and adoption, and should be complemented by capitalizing on the high-profile visibility the YMC currently enjoys for its promotion.
- While My Knowledge My Future links to Qantara's overall objective of youth economic empowerment, Qantara could benefit from reviving the training program to include topics in advocacy and English, and using the platform to generate a volunteer base in order to advance its mission. It is critical that Qantara document and track its beneficiary base. Follow up with beneficiaries is also recommended to update beneficiaries on development at Qantara, and also create a database of youth from which to recruit for other programming. If Qantara is able to document and track its beneficiary base, Qantara could create a core group of peer educators and mentors.
- If Qantara wishes to continue to address employability objectives as part of its overall mission of engaging youth economically, it is recommended that Qantara review its delivery of the RE program to strengthen its link to employability outcomes, and better manage expectations of participants. Specifically Qantara should secure MOUs with partnering RE firms and clearly indicate to trainees what employment prospects are.
- As inclusion is a key value to Qantara's mission, it is recommended that Qantara integrate cross cutting issues, including gender, in their strategy that can address equitable participation as well as agency, voice and structure in their programming. Qantara could also consider highlighting gender in its mission. While there are significant challenges to countering gender constraints, Qantara should continue to proactively enhance female participation, using approaches to counter gender constraints to achieve gender equity in participation. It is further recommended that Qantara not only focuses on gender equity in participation but explores how to build gender agency, voice and structure in its ongoing programming.
- In designing new programming, it is recommended that Qantara systematically integrate stakeholder consultation into design.

EFFECTIVENESS

- In order to improve the effectiveness of MKMF in particular, and for the organization as a whole, it is strongly recommended that Qantara systematically document attendance, training evaluation, outcomes, and feedback from beneficiaries and partners. It is also recommended that Qantara revise training curriculum to ensure that training is relevant and in demand, and explore possibilities of expansion to other universities or youth organizations.
- In order to improve RE program outcomes, Qantara should focus more significantly on the employment outcomes as well as gender differentials to better achieve its intended aims of employment. Specifically, Qantara should ensure programming focuses more on job placement and matching, and aim to counter gender stereotypes in future programming. It is also recommended that Qantara better manage expectations of trainees at program outset, secure RE company commitments through MOUs in order to improve organizational realization of objectives. To better address gender stereotypes, Qantara should seek female role models in the renewable energy sector. Contacts at EDAMA may be of use.
- In order to ensure the sustainability and/or institutionalization of its organizational structure of tapping into its volunteer base and pool of technical trainers, Qantara should finalize and systematically use volunteer database currently under development, and ensure training curriculum ownership and continuity.
- As Qantara's current staffing does not meet the growing requirements needed to fully achieve their stated mission, it is recommended that Qantara both build staff capacity and if possible recruit staff in accordance with assessed and identified needs. Given the dependence on Qantara's co-founders, it is also recommended that Qantara both build additional leadership capacity and consider succession planning to support institutional growth. The ICAT provides a base for recruitment needs. Recruitment of additional staff could be through creative mechanisms for short-term employment, or pro-bono work in order to reduce costs. Simultaneously Qantara should invest in capacity building of staff in strategic planning and program development, English language skills for donor reporting, gender mainstreaming and M&E in order to further their growth and achievement of their mission. In addition Qantara should consider applying pro-gender criteria and practices present in the UN Gender Seal to institutionally embody its commitment to inclusion.
- Qantara should explore options to expand and diversify partnerships that can both support the technical capacity of the organization to fulfill its mission, as well as support the organization's financial sustainability. Creation of a highly technical and/or high-profile board could also enhance strategic capacity to support their functions.

SUSTAINABILITY

- Qantara should capitalize on skills built and knowledge gained and sustained by its beneficiary pool to create a "graduate" resource pool of active youth to take on new programming, advertise Qantara training on campus and in the community, and so on. Linking them through a social media portal could further empower them to become change agents in their respective communities and generate mutual support.
- In order to sustain the growth of employability programming in the renewables sector, it is recommended that Qantara assess demand for entry level labor and RE partnerships for employment to better assess likelihood of sustainability of RE programming. As there is demonstrated willingness to pay for programming linked to employment, Qantara could seek to further its employability programming for increased revenue generation, supporting financial sustainability.

- MKMF training should be revised to reflect demand for training courses and gaps in provision. Specifically, Qantara should capitalize on the opportunity to offer English language courses in tandem with life skills, advocacy and communication courses in Ma'an and its vicinity. In order to improve sustainability of MKMF, Qantara could also consider charging a fee and/or making use of pro bono training services. Partnership with the university is beneficial, but Qantara needs to ensure its courses do not conflict with university offerings.

MONITORING AND EVALUATION

- In order to support organizational growth and sustainability, it is strongly recommended that Qantara augment its M&E capacity. This should include the institutionalization of a Qantara-wide theory of change aligned with its mission and programming, M&E framework and indicators that span its projects, and systematic data collection (inclusive of baseline, midline and endline) over time to support measurement of outcomes and change. Qantara should also invest in the organizational capacity to conduct M&E activities and showcasing learning. It is strongly recommended that Qantara find ways in which to capture the change that they are effecting change in their target communities, and capitalize on opportunities to showcase impact which can then be used for program development. This increased capacity – whether in house or intermittently outsourced - should be used to support continued organizational growth, continued donor funding and sustainability.

ANNEXES

ANNEX I: DATA COLLECTION INSTRUMENTS

I. Focus Group Discussion Guide for Youth Municipal Council Project

Moderators: _____

Date: _____

Title: _____

Gender: _____

Place: _____

1. How did you become aware of Qantara centre for Human Resources Development? Did you participate in any Programs implemented by Qantara centre for Human Resources Development?

Aware of Qantara Programs	Check all that apply	Participated in Qantara Projects through	Check all that apply
Media		Renewable Energy project	
Participation		Qantara Youth Municipal Council Project	
Word of Mouth		My Knowledge My Future	
School		Meetings with Qantara	
Other - specify		Other – specify	

Relevance

2. When Qantara designed this program were you consulted? If not, did you participate in a needs assessment? If not, how did you know about the program?

Stakeholders	Youth Municipalities		
	Did not engage	Engaged somewhat	Engaged to a large extent
Youth Age 18-30 Males			
Youth Age 18-30 Females			
CSOs/ CBOs			
Community Members			
University Students			
Academic entities			
Municipalities			
Media			
Local Government (Municipality, District Officers)			
Other - specify			
Donors			

3. Were the intended outcomes communicated to you at the beginning of your participation?
4. Did Youth Municipal Council Project address the most important community needs? How? How did Qantara know about the community needs? Were stakeholders (municipalities, youth, community members and CBOS) consulted?

Effectiveness

5. What outcomes did the Youth municipal council project achieve? What were the changes that took place? Did they influence the attitudes towards youth in the community and the government perception of youth? What were the challenges to achieving the intended outcomes?

Outcome	Enhance youth participation in Decision Making	Youth engagement with Municipalities	Establish Youth Councils	Promoting Youth Participation	Other; Please specify
Achieved					
Achieved Partially					
Not at all Achieved					

6. Did Youth Municipal Council Project effectively engage girls? If yes, How?
7. In your opinion, what learning or tools did you gain from the project? What approaches did Qantara use in your opinion successful in encouraging young people to be engaged?
8. What were the most effective activities and work mechanisms and program structures for Youth Municipal Council Project? Why?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaires				
community Discussion sessions				
Discussions with Municipality				
Trainings				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs/CBOs)				
Partnerships (Community)				
Partnerships (Universities)				
Other – please specify				

Sustainability

9. As a result of the program what changed in yourself (attitudes and behaviours)? what changes happened in the community? What skills or learning did you gain from this project?
10. What activities would continue after the project ends? Why? Are any activities you did, still ongoing? How are these activities/results being supported?
11. In your opinion, what would be needed to ensure any change achieved in this project can be sustained in the long run?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Partnerships			
Trainings			
Community mobilization			
Youth Engagement in decision making process			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Momentum for change (new Youth Councils in other governorates)			
Change Achieved Thus Far			
Other – please specify			

2. Focus Group Discussion Guide for Youth My Knowledge is My Future

Moderators: _____
Title: _____
Place: _____

Date: _____
Gender: _____

1. How did you become aware of Qantara centre for Human Resources Development? Did you participate in any Programs implemented by Qantara centre for Human Resources Development?

Aware of Qantara programs	Check all that apply	Participated in Qantara Projects through	Check all that apply
Media		Renewable Energy project	
Participation		Qantara Youth Municipal Council Project	
Word of Mouth		My Knowledge My Future	
School		Meetings with Qantara	
Other – specify		Other – specify	

Relevance

2. When Qantara designed this program were you consulted? If not, did you participate in a needs assessment? If not, how did you know about the program?

Stakeholders	My Knowledge is My Future		
	Did not engage	Engaged somewhat	Engaged to a large extent
Youth			
CSOs/ CBOs			
Community Members			
University Students			
Academic entities			
Media			
Other – specify			
Donors			

3. Were the intended outcomes communicated to you at the beginning of your participation?
 4. Did My Knowledge is my Future Project address the most important community needs? How? How did Qantara know about the community needs? Were stakeholders (university students, youth, community members, media, academic entities, donors or CBOS) consulted?

Effectiveness

5. What outcomes did My Knowledge is My Future Project achieve? What were the changes that took place? Did they influence the attitudes towards youth in the communities? What were the challenges to achieving the intended outcomes?

Intended Outcome	Provide new tools of capacity building	Youth attending life skills training	Youth gain access to training programs	Others; specify
Achieved				
Achieved Partially				
Not at all Achieved				

6. Did My knowledge is My future Project effectively engage girls? If yes, How?
7. In your opinion, what learning or tools did you gain from the project? What approaches did Qantara use in your opinion successful in encouraging young people to be engaged?
8. What were the most effective activities and work mechanisms and program structures for Youth Municipal Council Project? Why?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaires				
University Visits				
Trainings				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs/CBOs)				
Partnerships (Community)				
Partnerships (Universities)				
Other – please specify				

Sustainability

9. As a result of the program what changed in yourself (attitudes and behaviours)? what changes happened in the community? What skills or learning did you gain from this project?
10. What activities would continue after the project ends? Why? Are any activities you did, still ongoing? How are these activities/results being supported?
11. In your opinion, what would be needed to ensure any change achieved in this project can be sustained in the long run?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Partnerships			
Trainings			
Community mobilization			
Engaging media for increased pressure			
University / Academic institution engaged			
Change Achieved Thus Far			
Other – please specify			

3. Focus Group Discussion Guide for Youth Renewable Energy Project

Moderators: _____

Date: _____

Title: _____

Gender: _____

Place: _____

1. How did you become aware of Qantara centre for Human Resources Development? Did you participate in any Programs implemented by Qantara centre for Human Resources Development?

Aware of Qantara Programs	Check all that apply	Participated in Qantara Projects through	Check all that apply
Media		Renewable Energy project	
Participation		Qantara Youth Municipal Council Project	
Word of Mouth		My Knowledge is My Future	
School		Meetings with Qantara	
Other - specify		Other – specify	

Relevance

2. When Qantara designed this program were you consulted? If not, did you participate in a needs assessment? If not, how did you know about the program?

Stakeholders	Renewable Energy Program		
	Did not engage	Engaged somewhat	Engaged to a large extent
Youth			
Companies			
Community Members			
Other - specify			
Donors			

3. Were the intended outcomes communicated to you at the beginning of your participation?
4. In your opinion, did the Renewable Energy Project address the most important community needs? Which needs? How? How did Qantara know about the community needs? Were stakeholders (youth, community members, companies) consulted?

Effectiveness

5. What outcomes did the Renewable Energy Project achieve? What were the changes that took place? Did they influence the attitudes towards youth in the communities? What were the challenges to achieving the intended outcomes?

Planned Outcome	Contribute to existing Knowledge	Work opportunities	Gaining diploma in Energy engineering	Others; please specify
Achieved				
Achieved Partially				
Not at all Achieved				

6. Did the Renewable Energy Project effectively engage girls? If yes, How?

7. In your opinion, what learning or tools did you gain from youth participation in this project? What approaches did Qantara use in your opinion successful in encouraging young people to be engaged?
8. What were the most effective activities and work mechanisms and program flow for the Renewable Energy Project? Why?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Trainings				
Meetings with Companies				
Internships in companies				
Awareness on RE				
Other – please specify				

Sustainability

9. As a result of the program what changed in yourself (attitudes and behaviours)? what changes happened in the community? What skills or learning did you gain from this project?
10. Do you consider working in the renewable energy sector in the long run?
11. In your opinion, were the skills / knowledge provided by Qantara training sufficient for your work placement? What was missing?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Internships			
Trainings			
Company mobilization			
Community mobilization			
Awareness			
Change Achieved Thus Far			
Other – please specify			

4. Focus Group Discussion Guide for Community Members/Qantara Volunteers

Moderators: _____ **Date:** _____
Title: _____ **Gender:** _____
Place: _____

12. How did you become aware of Qantara centre for Human Resources Development? Did you participate in any Programs implemented by Qantara centre for Human Resources Development?

Participated in Qantara Projects through	Check all that apply	Aware of Qantara Programs	Check all that apply
Media		Qantara Academy; Renewable Energy project	
Participation		Qantara Youth Municipal Council Project	
Word of Mouth		My Knowledge is My Future	
School		Meetings with Qantara	
Other - specify		Other – specify	

13. Please describe your involvement in Qantara's activities, what was your specific role? For how long did you participate?

Relevance

14. When Qantara designed the program(s) you were involved in, were you consulted? If not, did you participate in a needs assessment?

Program	Involvement in program design		
	Not involved	Involved somewhat	Involved to a large extent
Youth Municipal Councils			
My Knowledge My Future			
Renewable Energy Training			
Other activities			

15. Were the intended outcomes communicated to you at the beginning of your participation?

16. Did the program you participated in address the most important community needs? How? How did Qantara know about the community needs? To your knowledge, were other stakeholders (municipalities, youth, community members and CBOS) consulted?

Effectiveness

17. What outcomes did the program you were involved in achieve? What were the changes that took place? Did they influence the attitudes towards youth in the community and the perceptions on youth? What were the challenges to achieving the intended outcomes?

Planned Outcome	Program
Achieved	
Achieved Partially	
Not at all Achieved	

18. Did the program you were involved in engage girls? If yes, How?
19. In your opinion, what learning or tools did you gain from the program you were involved in? What approaches did Qantara use in your opinion successful in encouraging you to be engaged?
20. What were the most effective activities and work mechanisms and program structures for the program you were involved in? Why?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaires				
Trainings and TOTs				
community Discussion sessions				
Discussions with Municipality				
Trainings				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs/CBOs)				
Partnerships (Community)				
Partnerships (Universities)				
Other – please specify				

Sustainability

21. Are you still involved in one or more of Qantara's activities? Which ones?
22. As a result of the program you were involved in what changed in yourself (attitudes and behaviours)? what changes happened in the community? What skills or learning did you gain from this program?
23. What activities would continue after the program you were involved in ends? Why? Are any activities you did, still ongoing? How are these activities/results being supported?
24. In your opinion, what would be needed to ensure any change achieved in the program you were involved in can be sustained in the long run?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Partnerships			
Trainings/ Internships			
Community mobilization			
Youth Engagement in decision making process			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Momentum for change (new Youth Councils in other governorates)			
University / Academic institution engaged			
Company mobilization			
Awareness			
Change Achieved Thus Far			
Other – please specify			

5. KII Guide for CIS/Donors

Name: _____
Title: _____

Date: _____
Gender: _____

1. In your opinion, to what extent was the Qantara aligned to Qantara's mission? Please elaborate on the theory of change to achieve desired results.
2. What are the intended outcomes/ objectives of Qantara grant?
3. To what extent was Qantara's design based on Youth dialogue and input? Which stakeholders were engaged? What mechanisms of engagement were utilized? To what extent were gender consideration integrated into the design and consultation process?

Stakeholders	Did not engage	Engaged somewhat	Engaged to a large extent	Mechanism of engagement
CSOs				
Community Members				
Women				
Parents				
Schools				
Universities				
Media				
MoE				
Local Government				
Other - specify				

4. Was stakeholder feedback reflected in the project design? In which ways?
5. In your opinion, did Qantara achieve its intended outcomes? What were the challenges to achieving the goal? What facilitated achieving the goal?
6. In your opinion, to what extent did the Qantara engage and mobilize community members/constituencies? Please elaborate. To what extent did Qantara gender differentials help or hinder project performance?
7. In your opinion, to what extent was the Qantara able to engage and coordinate with government organizations and CSOs? Please elaborate.
8. In your opinion, to what extent was the Qantara successful in developing youth capacities social, politically and economically in their communities?

Development Strategies	Not Successful	Somewhat Successful	Very successful
Youth Social empowerment			
Youth Political empowerment			
Youth Economic empowerment			
Mobilizing CSOs, community members			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Other – please specify			

9. What was Qantara able to achieve with respect to gathering support for youth development?

10. In your opinion, what was the impact of Qantara? Was Qantara perceived to be successful by Donors and partners? Why/Why not?
11. What were the most effective activities, work mechanisms and program flow for Qantara? Why? To what extent did Qantara utilize its activities and work mechanisms to achieve its goal?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaire				
Community Discussion sessions				
Roundtable discussions with Municipality				
School /university Visits				
Meeting with MOE				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs)				
Partnerships (Community/Parents)				
Partnerships (Schools)				
Project Staffing				
Resource Allocation				
Other – please specify				

12. To what extent did the staffing and partnership structure contribute to Qantara's mission? To what extent were project partners effective in supporting Qantara's goal?
13. Which activities and/or results are continuing after the project ended? Why? Which groups are continuing the activities/results? How are these activities/results being supported?
14. What technical interventions are likely/unlikely to continue to be sustained by stakeholders? Why or why not? What would be required to ensure any change achieved can be sustained?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Providing new tools of capacity building			
Youth attending trainings			
Youth participation in social events			
Youth engage with municipalities			
Youth employment			
Community mobilization			
Community Engagement in development			
School/University Engagement in Advocacy			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Change Achieved Thus Far			
Other – please specify			

M&E

15. To what extent does Qantarata' Monitoring and evaluation systems effectively capture and report occurring change?
16. What are the lessons learnt and how have these learning been used to strengthen the programs?

- 17. How would you describe the quality of M&E reporting provided by Qantara within the donor's requirements?*
- 18. What strengths or weaknesses have you observed with respect to Qantara M&E capacity?*

6. KII Guide for Government Counterparts (Municipality)

Name: _____
Title: _____

Date: _____
Gender: _____

1. Are you aware of the Qantara Youth Municipal Council Project? Did the Qantara Representatives meet with you?
2. What is your perception of the Qantara Youth Municipal Council Project? Is it different than other initiatives? How?
3. In your opinion, to what extent was Qantara Youth Municipal Council design based on community dialogue and input? Which stakeholders (Below) were engaged? In your opinion, to what extent did Qantara consult community members/constituencies/media? Please elaborate.

Stakeholders	Did not consult	Consulted somewhat	Consulted to a large extent
CSOs			
Community Members			
Women			
Parents			
Schools and Universities			
Media			
MoE			
Local Government			
Other - specify			

4. To what extent were gender consideration integrated into the design and consultation process?
5. In your opinion, what did Qantara intend to achieve?
6. In your opinion, did Qantara achieve its intended outcomes? Why or why not?
7. Can you remember a time when Qantara worked with government? In your opinion, to what extent was the Qantara able to coordinate with government? Municipality? Other government representatives? Please elaborate. What was successful? What was unsuccessful?
8. Did Qantara address gender differences? How?
9. In your opinion, to what extent was Qantara successful in building youth capacities? Can you elaborate? As a result of Qantara capacity building interventions, to what extent were youth able to gather support for their activities?

Development Strategies	Not Successful	Somewhat Successful	Very successful
Youth Social Empowerment			
Youth Political Empowerment			
Youth Economic Empowerment			
Mobilizing CSOs, community members			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Other – please specify			

10. What were the most effective activities of Youth Municipal Council? Can You elaborate?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaire				
Community Discussion sessions				
Roundtable discussions with Municipality				
School Visits				
University Visits				
Meetings with District Officers				
Petition				
Media Coverage				
Partnerships (CBOs)				
Partnerships (Community/Parents)				
Partnerships (Schools/Universities)				
Other – please specify				

11. Which Youth Municipal Council activities and/or results are continuing after the project ended? Why?
Which groups are continuing the activities/results?

12. What interventions are likely/unlikely to continue to be sustained by stakeholders? Why or why not?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Partnerships			
Community mobilization			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Momentum for change (new youth councils in new municipalities)			
Change Achieved Thus Far			
Other – please specify			

7. KII Guide for Partners

Name: _____
Title: _____

Date: _____
Gender: _____

1. How did you become aware of Qantara centre for Human Resources Development? Did you engage in any Programs implemented by Qantara centre for Human Resources Development?

Aware of Qantara Programs	Check all that apply	Partner in Qantara Projects through	Check all that apply
Media		Renewable Energy project	
Participation		Qantara Youth Municipal Council Project	
Word of Mouth		My Knowledge is My Future	
Other – specify		Other – specify	

Relevance

2. In your opinion, to what extent was Qantara Youth Municipal Council Project design based on Community / youth dialogue and input? In your opinion, to what extent did the Qantara Youth Municipal Council Project program engage and mobilize Youth/community members? In your opinion did Qantara's projects named above prioritize community / youth needs? Please elaborate.

Stakeholders	Renewable Energy Program			Youth Municipalities			My Knowledge is My Future		
	Did not engage	Engaged somewhat	Engaged to a large extent	Did not engage	Engaged somewhat	Engaged to a large extent	Did not engage	Engaged somewhat	Engaged to a large extent
Youth Age 18-30									
CSOs/ CBOs									
Community Members									
University Students									
Academic entities									
Municipalities									
Media									
Local Government (Municipality, District Officers)									
Other – specify									
Donors									

3. How did your organization engage / participate in the design of any of the projects? How? What would you have done differently?

Effectiveness

4. In your opinion, what were the intended outcomes of the Youth Municipal Council Project/ Youth capacity building in renewable energy field/ and MY Knowledge is My Future program? In your opinion, did Youth Municipal Council Project/ Youth capacity building in renewable energy field/ MY Knowledge is My Future program achieve its intended outcomes? What were the challenges to achieving the goal? What facilitated achieving the goal?

Outcome	Youth Municipal Council	Renewable Energy	My Knowledge is my future
Achieved			

Achieved Partially			
Not at all Achieved			

5. In your opinion, to what extent are Qantara projects (Youth Municipal Council project, renewable energy, My Knowledge is my Future) aligned with the organization's stated purpose and mission? Was it achieved and how?
- 6.
7. To your knowledge, to what extent did Youth Municipal Council Project/ Youth capacity building in renewable energy field/ and MY Knowledge is My Future program address gender differentials? Can you elaborate?
8. In your opinion, to what extent were Youth beneficiaries engaged and empowered as a result of the program(s)? Was the program(s) able to provide new tools of capacity building to promote active youth participation? If so what were they? Were they successful?

Projects Strategy (Capacity Bldg and Engagement)	Not at all successful	Somewhat Successful	Very successful
Engage Youth			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Mobilizing CSOs, community members			
Mobilizing/engaging Donors			
Mobilizing/engaging Partners and potential partners			
Other – please specify			

9. In your opinion, what were the most effective activities, work mechanisms and program structures of the project (Youth Municipal Council Project, Youth capacity building in renewable energy field, and MY Knowledge is My Future)? Why? Were these activities effective in achieving Qantara's goal and objectives?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaires				
Community Discussion sessions				
Discussions with Municipality				
University Visits				
Trainings				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs/CBOs)				
Partnerships (Community)				
Partnerships (Universities)				
Project Staffing				
Resource Allocation				
Other – please specify				

10. To what extent did the staffing and partnership structure contribute to Qantara's the project's success? (Please elaborate on Youth Municipal Council Project, Youth capacity building in renewable energy field, and MY Knowledge is My Future mission) To what extent were project partners effective in achieving the project's goal? (Please elaborate on Youth Municipal Council Project, Youth capacity building in renewable energy field, and MY Knowledge is My Future)

Sustainability

11. Which program activities and/or results are continuing after the project ended? (Please elaborate by project separately) Why? Which groups are continuing the activities/results? (Please elaborate by project separately) How are these activities/results being supported? Please elaborate by project separately)
12. What technical interventions are likely/unlikely to continue to be sustained by stakeholders? Why or why not? What would be required to ensure any change achieved can be sustained?

<i>Interventions</i>	<i>Not Likely to be Sustained</i>	<i>Somewhat Likely to be Sustained</i>	<i>Very Likely to be Sustained</i>
<i>CBOs</i>			
<i>Community mobilization</i>			
<i>Youth Engagement in decision making process</i>			
<i>Engaging government representatives in dialogue</i>			
<i>Engaging media for increased pressure</i>			
<i>Momentum for change (new Youth Councils in other governorates)</i>			
<i>Change Achieved Thus Far</i>			
<i>Other – please specify</i>			

M&E

1. Did you contribute to data collection in support of Qantara's reporting or M&E requirements? If so, how? Did Qantara provide any guidance or quality assurance to ensure consistent data collection methodology/quality?

8. KII Guide for QANTARA Staff

Name: _____
Title: _____

Date: _____
Gender: _____

Relevance

1. In your opinion, to what extent were the projects Renewable energy, My Knowledge is my future and youth municipality council projects aligned with the Qantara mission?
2. To what extent was Qantara's design based on community dialogue and input? Which stakeholders were engaged? What mechanisms of engagement were utilized? To what extent were gender consideration integrated into the design and consultation process?

Stakeholders	Did not engage	Engaged somewhat	Engaged to a large extent	Mechanism of engagement
CSOs				
Community Members				
Women				
Parents				
Schools				
Universities				
Media				
Local Government				
Other - specify				

3. Was stakeholder feedback reflected in the project design? In which ways?

Effectiveness

4. In your opinion, did Qantara achieve its intended outcomes? What were the challenges to achieving the goal? What facilitated achieving the goal? Were there any unexpected/indirect outcomes?
5. In your opinion, to what extent did Qantara engage and mobilize community members/constituencies? Please elaborate. To what extent did Qantara gender differentials help or hinder project performance?
6. In your opinion, to what extent was Qantara able to engage and coordinate with government organizations and CSOs? Please elaborate.
7. In your opinion, to what extent was Qantara successful in developing youth capacities to engages socially politically / economically in their communities? What was Qantara able to achieve with respect to gathering support for youth development?

Development Strategies	Not Successful	Somewhat Successful	Very successful
Youth Social Empowerment			
Youth Political Empowerment			
Youth Economic Empowerment			
Mobilizing CSOs, community members			
Engaging government representatives in dialogue			
Engaging media for increased pressure			

Other – please specify			
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8. In your opinion, what was the impact of Qantara? Was Qantara perceived to be successful? Why/Why not?
9. To what extent is Qantara's program structure contributing to the Organization's stated purpose and mission?
10. What were the most effective activities, work mechanisms and program structures for Qantara? Why? To what extent did Qantara utilize its activities and work mechanisms to achieve its goal?

Activities	Not Effective	Somewhat Effective	Very Effective	Not Aware
Questionnaire				
Community Discussion sessions				
Roundtable discussions with Municipality				
School /university Visits				
Meetings with District Officers				
Media Coverage				
Partnerships (CSOs)				
Project Staffing				
Resource Allocation				
Other – please specify				

11. To what extent did the staffing and partnership structure contribute to Qantara's mission? To what extent were project partners effective in supporting Qantara's goal?

Sustainability

12. Which activities and/or results are continuing after the project ended? Why? Which groups are continuing the activities/results? How are these activities/results being supported?
13. To what extent were youth beneficiaries engaged and empowered for sustainability of interventions?
14. What technical interventions are likely/unlikely to continue to be sustained by stakeholders? Why or why not? What would be required to ensure any change achieved can be sustained?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Providing new tools of capacity building			
Youth attending trainings			
Youth participation in social events			
Youth engage with municipalities			
Youth employment			
Community mobilization			
Community Engagement in development			
School/University Engagement in Advocacy			
Engaging government representatives in dialogue			
Engaging media for increased pressure			
Change Achieved Thus Far			
Other – please specify			

M&E

13. To what extent does Qantara's monitoring and evaluation systems effectively capture and report occurring change?

14. Who out of the Qantara staff participated in the planning, designing processes of the programs? Pre- and post-questionnaires?

15. What are the lessons learnt from the programs you were involved in and how have these learnings been used to strengthen the programs? Please elaborate on My Knowledge My Future, Municipal Youth Councils, Renewable Energy Project separately.

16. How have these learning's been used to strengthen the programs? (in My Knowledge My Future? Youth Municipal Councils? Renewable Energy Project?

17. Do you recall any success stories from My Knowledge My Future? Youth Municipal Councils? Renewable Energy Project?

9. KII Guide for Renewable Energy Companies

Name: _____
Title: _____

Date: _____
Gender: _____

1. How did you hear about the Renewable Energy project in Qantara and partner with them?

Aware of Qantara Programs	Check all that apply
Media	
Participation	
Word of Mouth	
Other - specify	

Relevance

2. In your opinion, to what extent was Qantara's Renewable Energy Project design based on dialogue and input with you and the youth? In your opinion, to what extent did the Qantara Renewable Energy project address community priorities in RE, and how?
3. Did your Company engage / participate in the design of the project? How? What would you have done differently?
4. In your opinion, what were the activities that encouraged your engagement? And which activities in your opinion were not as effective?

Effectiveness

5. In your opinion, what were the intended outcomes of the renewable energy project? In your opinion did it achieve its intended outcomes? What were the challenges to achieving the goal? What facilitated achieving the goal?

Intended Outcome	Partially	Completely	Not At All
Youth Employment in RE Sector			
Increased knowledge of community in RE			

6. In your opinion, to what extent was Qantara renewable energy project, aligned to the Organization's stated purpose and mission? Was it achieved? What were the challenges? What facilitated it? How were you made aware of Qantara's Mission / stated purpose?
7. How many people did you hire through this project? How many of them were women? Did you feel the project provided women with added information on Renewable energy?
8. What was the turnover of the people you hired and how many people are still hired by your company?
9. In your opinion were the trainings and skills provided to young people sufficient? Did they match what competencies you needed in your company?
10. What were the most effective activities, work mechanisms and program structures you knew about for the renewable energy project? Why? To what extent did Qantara utilize its work mechanisms and strategies to achieve its goals?

11. To what extent did the staffing and partnership structure contribute to the renewable energy project, and your partnership? In your opinion did you feel your support and feedback were taken into consideration during program design and implementation?

Sustainability

12. To what extent were youth beneficiaries engaged and equipped for sustainability of interventions? What kind of competencies would you have added for young people to be equipped for the job?
13. What technical interventions in the Renewable Energy Project are likely/unlikely to continue to be sustained by stakeholders? Why or why not? What would be required to ensure any change achieved can be sustained?

Interventions	Not Likely to be Sustained	Somewhat Likely to be Sustained	Very Likely to be Sustained
Training and Capacity building of youth			
Raising awareness of RE amongst community			
Training for youth get training diplomas in RE			
Other – please specify			

M&E

- 13.. Have you participated in the planning, designing processes of the programs?
14. What are the lessons learnt and how have these learnings been used to strengthen the programs?
15. Do you recall any success stories from these projects?

M&E CHECKLIST

In addition to the questions asked in KIs for Qantara and Qantara donors, the following checklist was used to establish an M&E gap analysis.

M&E Checklist

	Not present	Somewhat present	Consistent presence	Comments
M&E Personnel and HR Resources – Qantara-wide				
Dedicated M&E personnel?				
Persons actively involved in M&E functions?				
M&E Personnel trained in M&E?				
M&E Tools – Per Project				
M&E Data collection tools?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Database or excel sheet in place?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Quality assurance in place across projects?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Utilization of M&E in learning and planning?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
M&E Tools – Qantara-Wide				
Indicators				
Indicators across programs?				
Indicator reference sheets?				
Performance tracking tables?				
Results Framework or Logic Model per project?				
Data Analysis and Use				
Reporting on data collected?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Data summary presentation?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Trend analysis?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				
Measuring performance against targets?				
• My Knowledge My Future				
• Youth Municipal Council				
• Renewable Energy				

- Not present: no evidence at all or no consistency within any single project
- Somewhat present: some evidence in projects, but not consistent across the project or at the organizational level not consistent across the organization as a whole
- Consistent presence: evidence consistently observed across all projects under evaluation and/or institutional policy in place and under implementation.

ANNEX II: GETTING TO ANSWERS

Evaluation Question	Evidence to be Consulted	Data Collection Source and Method	Data Analysis
Relevance			
To what extent are Youth Municipal Council, Youth capacity building in renewable energy field, MY Knowledge My Future programs aligned to the Qantara's overall mission and objectives?	<u>Define</u> Qantara programmatic objectives and mission <u>Review</u> project objectives against mission <u>Evidence</u> of projects adopted pre 2015, management awareness of mission and practices/projects implemented	<u>Project Documents</u> : Qantara strategic plan; mission statement; proposals; Qantara periodic reports and M&E plan; Qantara project portfolios. <u>KIIs</u> : Qantara Key staff - GM, director of programs and project officers.	Triangulation of data Frequency Response
To what extent are Qantara projects/interventions design based on youth/community dialogue and input?	<u>Evidence</u> of work strategies employed for engagement <u>Evidence</u> of activities and work mechanisms implemented <u>Evidence</u> of integration of input in projects' design	<u>Project Documents</u> : Qantara proposals; Qantara work strategies. <u>KIIs</u> : Qantara Key Staff; municipalities; youth beneficiaries.	Triangulation of data Frequency Response
To what extent did Qantara integrate gender considerations and needs in the design and consultation?	<u>Evidence</u> of adopted gender consideration measures <u>Evidence</u> of gender-balanced beneficiary groups	<u>Project Documents</u> : Qantara proposals; Qantara work strategies. <u>KIIs</u> : Qantara Key Staff; youth beneficiaries.	
Effectiveness			
To what extent did Qantara Youth Municipal Council Project, Youth capacity building in renewable energy field, and MY Knowledge My Future program achieve the planned outcomes?	<u>Numerical/statistical analysis</u> and description of which interventions intended to achieve which objectives and the results. <u>Evidence</u> of objectives achievement per assessment project.	<u>Project Documents</u> : Periodic reports, M&E plan and outcomes <u>KIIs</u> : Qantara staff; donor grants staff; partner CSOs/CBOs; local government <u>FGDs</u> : Youth beneficiaries	Proposed targets against field observation Triangulation of data

Evaluation Question	Evidence to be Consulted	Data Collection Source and Method	Data Analysis
To what extent is Qantara program structure contributing to the organization's stated purpose and mission?	<u>Evidence</u> of alignment of Qantara activities with stated purpose/mission <u>Evidence</u> of alignment of participatory planning with stakeholders with stated mission/purpose	<u>Project Documents:</u> Strategy, staffing structure, M&E plan, project reports <u>KIs:</u> Qantara staff; donor grants staff; partner CSOs/CBOs; local government <u>FGDs:</u> Youth beneficiaries	Perception over time Frequency Response
To what extent did Qantara gender differentials help or hinder program performance?	<u>Evidence</u> of gender differentials consideration. <u>Evidence</u> of gender differentials measures' impact on objective achievement.	<u>Project Documents:</u> Attendees lists, activity reports <u>FGDs:</u> Youth beneficiaries	Triangulation of data Frequency Response
Sustainability/Impact			
To what extent were youth beneficiaries engaged and empowered for sustainability of interventions?	<u>Describe</u> sustainability intent by intervention, intervention sustainability plans, actions <u>Evidence</u> of activity/result continuation beyond funding; practices put in place by project and continuing by partners/counterparts post project closeout	<u>Project Documents:</u> M&E plan, project reports, sustainability plan or reports <u>KIs:</u> Qantara staff; donor grants staff; partner CSOs/CBOs; local government <u>FGDs:</u> Youth beneficiaries	Sustainability Self Assessment Quantification and Analysis Triangulation Frequency Response
M&E			
To what extent does the organization's monitoring and evaluation systems effectively capture and report occurring change?	<u>Review</u> project M&E measures against project objectives and Qantara mission Evidence of relevance, efficiency and effectiveness of adopted M&E measures.	<u>Project Documents:</u> Periodic reports, M&E plan and outcomes <u>KIs:</u> Qantara staff; donor Grants staff	M&E Assessment Quantification and Analysis Triangulation Frequency Response

Annex III: TEAM COMPOSITION, ROLES & RESPONSIBILITIES

Assessment Team Members and Designated Tasks

Danah Dajani (Project Manager): Primary point of contact for assignment with responsibility for assigning team duties, managing activities, resources, and team member performance to meet objectives; leadership role in analysis, final reporting and presentation. Leads meetings with CIS; leads in creating design methodology and instruments; participates in interviewing and data collection; ensures that findings, conclusions, and recommendations answer evaluation questions and meet CIS purposes; produces/finalizes evaluation tools and final report; ensures final reporting meets CIS requirements. Leads in production of Evaluation Design Report; ensures evaluation instruments appropriately address the evaluation questions; ensures data analysis follows rigorous process of linking findings, conclusions and recommendations; leads in structuring final presentation and report to address evaluation questions; ensures final report meets CIS evaluation requirements

Ayoub Alnmour (Lead Evaluator): will develop the logistical plan, ensure data collection and data entry protocols are followed; ensure integrity of focus group transcripts; and participate in data collection if need be. Actively participates in development of findings, conclusions and recommendations. Ensures adherence by team to work plan, as well as deliverables quality and deadlines. Supports the Team Leader in evaluation management, inclusive of assigning activities and facilitating smooth team operations.

Haneen Al-Rashdan (Technical Specialist): Focuses on her particular areas of specialization (advocacy, behavior change communication, grants, NGO capacity building, advocacy) in conducting desk review, design methodology and data collection instruments; co-leads training and pilot testing for data collection; participates in interviewing and data collection; participates in data collection, analysis and interpretation; produces report sections as assigned by Team Lead. Conducts literature review, produces focus group discussion notes.

Data Collectors/Note takers: Leads the focus group discussions, ensuring adherence to developed discussion guides, probing for further answers; ensures that focus group discussion notes are produced in a timely and consistent manner; participates in providing findings to the evaluation team.

Logistic Coordinator: In close collaboration with the evaluation team, the logistics coordinator will coordinate logistic operations and support to ensure a rapid deployment of the evaluation team in the field and a minimization of logistic obstacles; provides support to recruitment, transportation, securing appointments, securing refreshments, and ensuring adherence to the timetable.

Technical/Management Backstop: Technical and management backstop, as well as liaison with the CIS program will be primarily through INTEGRATED's principal, Nedjma Koval-Saifi. This will ensure a single point of contact with CIS, as well as ensure adherence to contract compliance, financial compliance, standards of performance, and timeliness of deliverables. INTEGRATED's principal will also provide technical expertise in evaluation design, quality assurance, and report writing.

ANNEX VI: DOCUMENTS RECEIVED & GAPS NOTED

	Document	Period Covered/ Date	Status	Points included	Comments
About the Organization					
1.	Strategic Planning Document	2016 - 2018	Draft received	<ol style="list-style-type: none"> 1. Vision and mission 2. Organizational overview 3. Goals and outcomes 4. Main activities 5. Risk analysis 6. Plan 	Arabic
2.	Organization Evaluation report	Aug. 2016	Received	<ol style="list-style-type: none"> 1. Executive Summary 2. Organization Overview 3. ICAT findings 4. Documentation of Scoring that includes: <ul style="list-style-type: none"> - Governance and Legal Structure - Financial Management - Administration and procurement - Human resources - Program management - Performance - Management and sustainability 	English done by ICAT
Youth municipalities Project					
1.	Project proposal	2014	Received	<ol style="list-style-type: none"> 1. Timeline 2. Target beneficiaries (Geographically) 3. Budget 4. Goals 5. Narrative that includes; Identifying the need, Implementation methods, Short and long term outcomes 6. Monitoring tools 7. Challenges 	Arabic
2.	Activities held during the project		Received	Narrative for each Activity in the final report	Arabic
3.	List of beneficiaries	Not included	Partially received	In the Evaluation of the trainings	Arabic (PDF)
4.	Evaluation tools and reports		Partially received	<ol style="list-style-type: none"> 1. Pre, post test evaluation forms 2. Final evaluation form 3. Training report form 	Arabic
5.	Quarterly narrative reports	13/1/15-10/4/15 10/7/15 – 10/10/15 – 10/10/15 – 10/1/16	Received	<ol style="list-style-type: none"> 1. Activities 2. Challenges 3. Lessons Learnt 4. Success Stories 	Arabic
6.	Final report	17/11/14 – 13/1/15	Received	<ol style="list-style-type: none"> 5. Activities 6. Challenges 7. Lessons Learnt 8. Success Stories 	Arabic
My Knowledge is My Future					

1.	Project proposal		Insufficient data		
2.	Activities held during the project		Received		
3.	List of beneficiaries		Insufficient data		
4.	Evaluation tools and reports		Insufficient data		
5.	Quarterly narrative reports		Insufficient data		
Renewable Energy Project					
1.	Project proposal		Received	1. Project Summary 2. Project plan (Narrative) 3. Project objectives 4. Risk analysis 5. Stakeholders	For British Embassy
2.	Activities held during the project		Insufficient data		
3.	List of beneficiaries		Insufficient data		
4.	Evaluation tools and reports		Insufficient data		
5.	Quarterly narrative reports	1/8/15 – 30/1/16	Received	1. Activities 2. Challenges 3. Lessons Learnt 4. Success Stories	English
6.	Completion Report	1/8/15 – 30/1/16	Received	1. Project purpose 2. Internal external factors 3. Budget 4. Completion of activities 5. Evidence 6. Lessons learnt	English